

# FINANCIAL TIMES

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Substantial agenda for Amsterdam

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German telecoms

Angry arguing in public

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World Business Newspaper <http://www.FT.com>

WEDNESDAY APRIL 2 1997



## Netanyahu talks of forming national unity government

Israeli prime minister Benjamin Netanyahu said he was considering a national unity government in an attempt to reach a broad consensus for a final settlement with the Palestinians. His remarks came as two Palestinians, apparently suicide bombers, were killed in explosions targeted at Jewish settlers in the Gaza Strip and Israeli troops shot dead two Palestinians near the West Bank town of Nablus. The opposition Labour party is divided about joining a national unity government. Ehud Barak, front runner in the party's leadership race, said Mr Netanyahu was "playing for time". Page 4

**Suez board backs merger:** The board of French holding company Suez approved a merger with the utilities group Lyonnaise des Eaux. It also proposed the payment of a special dividend, likely to total more than FF35m (£320m). Page 17; **Lex:** Page 18; **Logic is simpler than logistics:** Page 20

**Pakistan president's power weakened:** Pakistan's MPs voted unanimously to repeal the power of the president to sack elected governments. Opposition leader Benazir Bhutto, sacked as premier by the president in November, said the move was a victory. Page 7

**Russian liberals alarmed at treaty:** Russian liberals say a union treaty due to be signed between Russia and Belarus would damage Russia's economy. Page 2; **Editorial Comment:** Page 17

**Big interest in Bre-X shares:** Toronto stock exchange's computer system was overwhelmed when shares in Canadian exploration company Bre-X began trading after a one-day halt. More than 2m shares of the troubled Calgary-based company changed hands in the first two minutes of trading. Page 17

**How over Ariane space leadership?** The French government and European aerospace are at odds over the leadership of Ariane space, the world's biggest commercial satellite-launching organisation. Page 16

**Trident re-fit costs soar:** Facilities to refit Britain's Trident nuclear missile submarine fleet at Devonport in south-west England will cost about £250m (£357m), almost 50 per cent more than the cost quoted when the contract was awarded in 1988, the Ministry of Defence said. Page 3

**Giat and GKN in \$4.7bn arms bid:** French defence equipment manufacturers Giat industries joined forces with GKN of the UK and German engineering groups Krauss Maffei and Rheinmetall to bid for the \$4.7bn European multi-role armoured vehicle programme. Page 5

**New computer model for credit risk:** A group of international banks will today launch a computer model for measuring credit risk which they believe could reduce the cushion of capital regulators require them to hold. Page 16

**Jobs flexibility common across EU:** Wage and employment flexibility are common across the European Union, a survey of European-based companies shows. Page 3

**C&N faces delisting threat:** The construction company Christian & Nielsen, which engineered a takeover of its Danish parent company in 1992, is in danger of being delisted from the Thai stock exchange after reporting higher than expected losses. Page 17

**Malaysia publishes listing rules:** Malaysia announced guidelines under which foreign companies may seek to list their shares on the Kuala Lumpur stock exchange. Page 7

**Storm hits US east coast:** A spring storm lashed the US east coast with snow, hail and gales, leaving one person dead and thousands without power. Weather reports. Page 18

**FT.com:** the FT web site provides online news, comment and analysis at <http://www.FT.com>.

**STOCK MARKET INDICES**  
New York: Dow Jones Int'l Av -8,572.50 (-0.85)  
NASDAQ Composite -1,215.28 (-0.42)  
Europe and Far East:  
CAC40 -3,011.02 (-74.98)  
DAX -3,000.00 (-93.12)  
FTSE 100 -4,061.1 (-64.8)  
Nikkei -17,000.00 (-131.81)

**US BOND YIELDS (%)**  
Federal Funds -5  
30-year Treasury Yld 10.201%  
Long Bond -9.943  
Yield -7.975

**OTHER RATES (%)**  
UK 3-month interbank -6.65  
US 10-year Bnd -9.72  
France 10-year OAT -9.71  
Germany 10-year Bnd -9.685 (101.49)  
Japan 10-year JGB -10.528 (101.023)

**MONTH SEA OIL (\$/barrel)**  
Gulf Coast - \$16.225 (10.50)

**STOCK MARKET INDICES**  
London: FTSE 100 -1,320.50 (-0.52)  
FTSE 1000 -1,570.52 (-0.42)  
FTSE 250 -1,416.51 (-0.42)  
FTSE 100 -1,228.81 (-0.32)

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**THE FINANCIAL TIMES LIMITED 1997 No 33,254**

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French and German markets worst hit in wake of heavy US losses

## European shares fall amid fears of end to bull run

By Richard Lapper in London, Lisa Branster in New York and Gerard Baker in Washington

European markets fell sharply yesterday following two days of heavy losses on Wall Street, with German and French share prices particularly badly hit.

The falls gave rise to fears that Europe's strong bull run may be coming to an end. Mr Mark Howdle, head of European equity strategy at UBS, the Swiss bank, said: "The party is over. The correction we have been looking for has begun."

US markets, which have fallen by nearly 5 per cent since trading closed in Europe for Easter, were calmer but dropped lower in early trading, following data showing that the strong pace of economic growth appears to be gaining momentum.

German shares suffered one of their biggest one-day falls during floor trading in Frankfurt, with the DAX index los-

ing nearly 3.7 per cent to close at 3,281.46. In Paris, the CAC-40 suffered a fall of 2.8 per cent, ending the day at 3,651.82, down 74.86.

London shares were less severely hit. But although the FTSE 100 ended the day off its lows, the market still closed down 64.8 at 4,248.1. Some of Europe's smaller equity

shares were positive through much of the early part of yesterday's session before falling into negative territory in the early afternoon. Just after noon, the Dow Jones Industrial Average was off 15.11 at 5,358.37.

Yesterday's economic data

showed that US construction spending, a key index of leading economic indicators, surged in February.

Figures from the National Association of Purchasing Management showed that US economic activity in the manufacturing sector also accelerated last month. In Europe,

markets also saw significant falls, with the Amsterdam and Stockholm markets down by more than 4 per cent. Swiss share prices fell too, with the SMI index closing 15.6 lower at 4,501.7, down 3.4 per cent.

European bond prices drifted lower, with yields on German 10-year bonds rising to 6 per cent for the first time since

November. European markets were partly catching up with the recent falls on Wall Street, which follow the increase in short-term interest rates by the Federal Reserve.

The Dow Jones Industrial Average lost 140 points on Thursday and a further 157 points on Monday, the biggest two-day fall in points, not percentage, since 1987.

In New York, blue chip shares were positive through much of the early part of yesterday's session before falling into negative territory in the early afternoon. Just after noon, the Dow Jones Industrial Average was off 15.11 at 5,358.37.

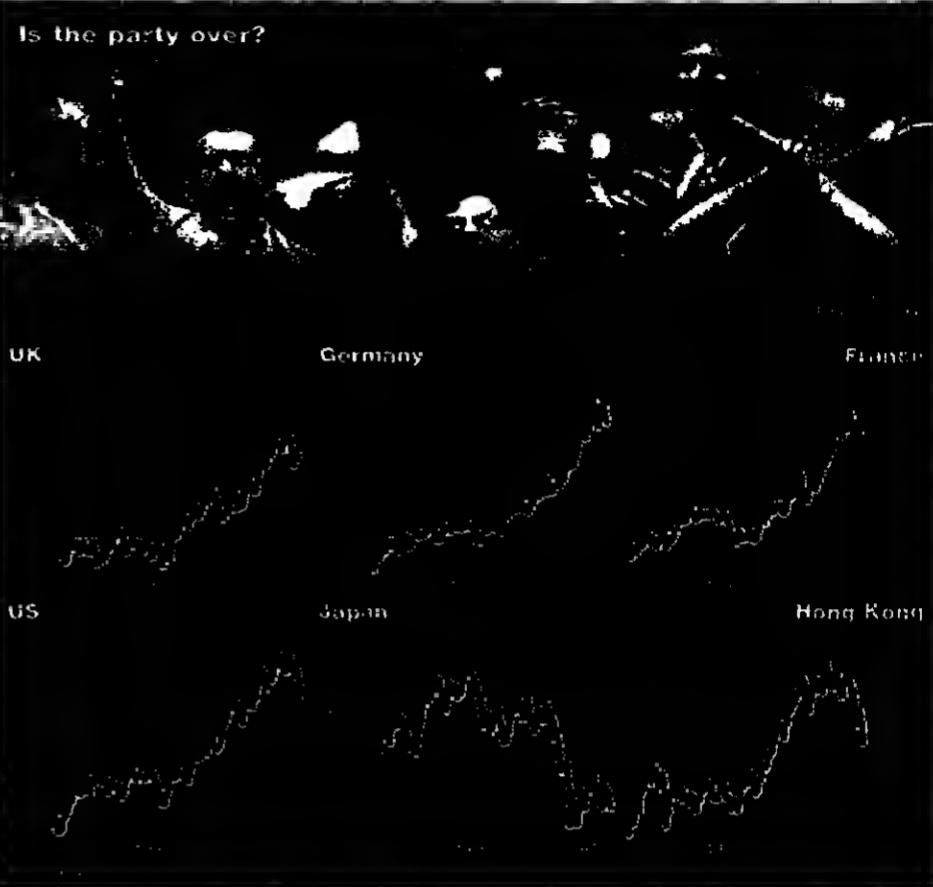
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are overvalued following their strong recent run. Mr Howdle estimated that European shares had become overvalued by between 5 per cent and 15 per cent.

Hopes that corporate restructuring was increasing corporate profitability had been overblown. "There is no

fundamental reason why equity prices should have run so far ahead of earnings and dividends," said Mr Howdle.

There are also signs that the strong inflows of liquidity from US investors which have boosted German and other markets are beginning to disappear, with reports that US

investors are redeeming their holdings of mutual funds.

Earlier yesterday, Asian markets also slid lower, with Hong Kong the worst-hit. The Hang Seng Index plummeted by 460.15 points, or 3.67 per cent, to 12,074.19. In Tokyo, the Nikkei 225 index, closed at 17,869.59, down 133.

## US set to block EU exports of meat after talks fail

By Nancy Dunne in Washington, Emma Tucker in Brussels and Alison Maitland in London

Trade hostilities over food broke out between the US and the European Union yesterday, threatening hundreds of millions of dollars worth of transatlantic trade in meat and other foodstuffs.

Washington announced it would block EU meat exports worth \$200m a year from April 15 after the two failed to agree on recognition of each other's hygiene standards and inspection methods.

The EU introduced rules yesterday that require countries to comply with its hygiene standards if their governments have not reached mutual recognition agreements with the US.

Mr Dan Glickman, US agriculture secretary, said the rules would hit US exports of red meat, poultry, eggs, dairy products and fish worth more than \$125m a year.

The US and the EU have been trying for nearly three years to establish a mutual recognition system - known as veterinary equivalence - required by the Uruguay Round world trade agreement.

The US is assessing a move to the World Trade Organisation if no bilateral agreement is reached but hopes the EU can be lured to the negotiating table.

However, the European Commission cancelled talks scheduled for last night after discovering that the US was seeking to take the matter up directly with individual member states.

The US believes EU negotiators are overreaching to the max over meat.

The Commission said it was unable to reach agreement with the US because of the

## New shake-up for Japanese banks

Tokyo seeks to restore sector's credibility

By William Dewdney and Gwen Robinson in Tokyo

Japan's finance ministry is seeking to restore the credibility of the country's banks by inviting weak institutions to withdraw from foreign markets so that restructuring lenders would be seen by overseas investors as "safe and sound".

The move follows a further shake-up yesterday within the country's top 20 lenders.

Under a finance ministry rescue plan Nippon Credit Research, the small of Japan's three long-term credit banks which is carrying at least Y1,000bn (£81bn) in bad loans, is to receive Y30bn of new

capital. At the same time, other private sector banks and insurance companies

in return it was given assets, sell-off, including foreign holdings and its Tokyo HQ, and cut staff by 20 per cent, or 600 people. It will also write off three failing non-banking affiliates, which yesterday filed for bankruptcy with total debts of more than Y2,025m - collectively the country's largest corporate collapse.

Meanwhile Hokkaido Takushoku, largest lender on the northern island of Hokkaido, is

to merge with the regional Hokkaido Bank. They will cut 2,000 jobs, 25 per cent of their combined staff, and reduce non-interest costs by 30 per cent by the end of the decade.

Senior officials said the plans were a big step towards reducing surplus capacity in Japan's banking industry.

Mr Hiroshi Matsuura, finance minister, said the NCB restructuring and Hokkaido Takushoku's merger would help restore confidence and "secure the credibility of Japan's banking system".

However, bank share prices continued to slide in Tokyo, and financial analysts were unimpressed with the plans.

Mr James Florillo, banking analyst at ING Barings in Tokyo, said they were a return to the so-called convoy system, under which strong banks are

reduced surplus capacity in Japan's banking industry.

Finance ministry officials denied banks were being forced to the rescue, although Mr Sei Nakai, deputy director-general of the ministry's banking

bureau, said the 12 lenders

which put up new capital for NCB were "reluctant".

Mr Nakai denied there had been a change of policy from the ministry's earlier willingness to let weak banks collapse, as it did last November by ordering the closure of regional lender Hanwa Bank.

NCB was too large to be allowed to fail, said Mr Nakai.

The government was stick-

ing to its policy of guaranteeing the survival of the top 20 banks until 2001, by when it intended to complete the deregulation of the Tokyo capital markets, Mr Nakai added.

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NCB overhaul, Page 21

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## NEWS: EUROPE

## EUROPEAN NEWS DIGEST

**Spain defends train safety**

The Spanish government defended the safety standards of the country's state-owned railways after 20 people were killed in two derailments on Monday night and early yesterday morning. Mr Francisco Alvarez-Cascos, deputy prime minister, described the accidents as a "dramatic coincidence". But he told Spanish radio he saw "no reason to change safety concepts".

Officials blamed excess speed for the country's worst rail crash since 1980, in which 18 passengers died and about 90 were injured when three carriages of a packed four-carriage intercity train were hurled off the track near Pamplona in northern Spain. The train, bound from Barcelona to Irún on the western side of the French-Spanish border, was said to have been travelling at 137 kilometres an hour (more than 85 miles an hour) as it crossed the points at a small station, more than four times the regulation speed.

The Renfe rail company said it was too early to reach conclusions about the causes of the night-time derailment of a Barcelona-Málaga express near Guadalajara, northeast of Madrid. A French woman and a Renfe employee were killed, and 22 others injured in the accident.

*David White, Madrid*

**Albania PM visits rebels.**

Balkan prime minister Bashkin Fino (left) went to the rebel-held south yesterday for the first time since insurgents seized the region last month to begin talks with their leaders. Mr Fino arrived by helicopter in the stronghold of Gjirokaster, 30 km from the Greek border, and was greeted warmly by the armed rebels. Mr Fino said he was in the region to meet the "legal representatives of local power and public order" but quickly moved to discussions with rebels and elected officials alike. Elected officials have remained in the region but the south has been run by rebel Committees of Public Salvation since the army was driven out and weapons depots looted in early March.

Right-wing president Sali Berisha was forced to name Mr Fino, an opposition Socialist, to head an all-party crisis government on March 11.

■ France has offered 1,000 troops with armoured cars and personnel carriers to a multinational security force to protect humanitarian relief operations in Albania, the defence ministry said yesterday.

Italy is putting together a 5,000-strong force for the Balkan nation following approval from the United Nations on Friday. The force is also expected to include contingents from Greece, Spain, Turkey, Romania and possibly Portugal.

*Reuters, Tirana*

**Europay card issue up**

Europay, the consortium which manages the MasterCard and Eurocheque brands in Europe, reported a 14 per cent increase in the number of its cards in issue last year to 149.9m as the plastic card continued to gain ground across the continent.

Helped by strong growth in Spain, Turkey and the UK, Europay maintained its edge over the rival Visa consortium, which last year reported a similar rise to 100m cards in Europe. Spending on Europay cards, although 19 per cent higher than in 1995 at \$45.5bn, still lagged Visa's \$61bn.

*George Graham*

**French drivers call new strike**

French truck drivers yesterday called a fresh strike for May 5 after talks on early retirement broke down, union leaders said. The four main truckers' unions – the CGT, FO, CFTC and FNCR – called the stoppage just four months after a strike and road blockades by drivers paralysed road traffic across the country.

The government's accord in November to back demands for retirement at 55 instead of 60 brought an end to the initial strike. Talks broke down when the parties failed to meet a March 31 deadline to implement the accord.

François Poletti, head of the transport section at the FO (Workers Force) union, said spontaneous strikes might start before May 5.

■ Ground staff and pilots of state-owned Air France Europe yesterday extended a strike in protest at the airline's merger with Air France. Air France Europe was forced to cancel most morning flights from Paris' Orly airport after ground staff voted to continue their strike for another 24 hours.

*Reuter and AP, Paris*

**Cars sales fall in France**

New car sales in France fell by 17.1 per cent year on year last month, taking the adjusted drop to 24.1 per cent for the first quarter, compared with the same period last year.

Last month's drop was smaller than in January and February, raising hopes car sales might be recovering gradually after collapsing on termination of a government and industry incentive scheme last year.

New car registrations reached 2.15m in 1996 on the back of the incentive scheme, which ended at the beginning of October. The French carmakers' association yesterday said that new car sales are likely to decline by between 10 and 11 per cent to around 1.9m units this year.

*Hugh Sonanton, Motor Industry Correspondent*

**ECONOMIC WATCH****Spanish trade deficit falls**

Spain's trade gap narrowed by 37 per cent in January, showing the best

performance in the

country's commerce with the rest of the European Union since it joined 11 years ago. Figures from the economy and finance ministry showed the

overall trade deficit falling

to Pta109.1bn (\$763m) from Pta173.5bn in the same

month last year, mainly as

a result of strong farm

sales. Exports rose 12.5 per cent compared with a 4.9 per cent growth in imports.

The improvement

continued the trend set last year, when the annual

shortfall was reduced by 13.5 per cent to Pta2304.5bn.

Trade with other EU partners, which in 1996 showed an accumulated deficit of Pta265.7bn, produced a Pta3.5bn surplus, with exports growing at almost three times the rate of imports. But this export performance was modest in comparison with a 32 per cent jump in Spain's sales to the rest of the world, attributed partly to competitive gains stemming from the recent strength of the US dollar. Food exports rose overall by more than 20 per cent compared with the same month last year, and sales of capital goods by 17 per cent.

*David White, Madrid*

**Bulgaria 'example of transition problems'**

By Anthony Robinson

Bulgaria emerges as a textbook example of what can go wrong in the transition from a centrally planned to a market economy in the first full-scale survey of the Bulgarian economy by the Organisation for Economic Co-operation and Development.

"While a certain degree of macro-economic stability and growth are taking hold in much of central and eastern Europe, Bulgaria finds itself in the midst of a major economic crisis, including the virtual collapse of the banking system, a significant decline in GDP, rapid

devaluation of the lev, double digit monthly inflation and a escalating budgetary crisis and a general loss of confidence and credibility in economic policy," the survey reports.

However, the Paris-based think-tank's report was concluded before the Socialist government resigned in Jan-

uary caused a confidence crisis that could handicap the sector for decades.

The joke proved no close for comfort for some. "These people should realize that reality in this country is absurd enough and there is no need to play jokes with it," said one angry listener, who called the Reuters newsagency office in Sofia to check the story.

A local Bulgarian radio broadcast a report yesterday that the government had decided to close down all banks to check their accounts, writes Anthony Robinson.

What was intended as an April Fool's joke, however, proved only too believable to a nation which now keeps most of its money in jam jars and is quick to believe the worst about the banks, whose mass failure last

year caused a confidence crisis that could handicap the sector for decades.

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some. "These people should realize that reality in this country is absurd enough and there is no need to play jokes with it," said one angry listener, who called the Reuters newsagency office in Sofia to check the story.

The hope is that the crisis may at least provide a context to realise painful but necessary decisive measures to deal with loss-making banks and enterprises, accelerate privatisation and improve the overall environment for domestic and foreign business," the review says.

The crisis in the banking system emerges as the heart of the problem but "stabilisation has also been hindered

by problems in the implementation of key economic laws and regulations, particularly in the areas of taxation, foreign exchange transactions and prudential regulation for banks," it adds.

As in Russia, the underlying problems are made worse by an "increasingly critical" fiscal problem. The share of tax revenue dropped to 25.5 per cent of GDP in 1996 against the background of sharply rising domestic debt.

Interest on this debt alone reached 17 per cent of GDP last year, leaving the government virtually without resources.

**Employment flexibility 'common across EU'**

By Robert Taylor,  
Employment Editor

Wage and employment flexibility are now common across the European Union regardless of country, according to a survey of 363 European-based companies published today by Towers Perrin, the international consultants.

The report found no significant differences between companies operating in mainland Europe and the UK "despite the commonly held

assumption flexible US and UK practices contrast with regulated European approaches".

It found most companies surveyed intend to develop bonus and wage incentive plans in the next two years while nearly half intend to introduce team-based pay reward schemes. As many as 84 per cent of companies said they planned to restructure by the year 2000.

"The surprising consistency

found among the companies in

their "new pay" practices was due to globalisation of markets and technologies and competitive pressures within countries, rather than "any strong move to pan-European reward approaches which are not yet generally apparent in these organisations".

The participants included a wide range of leading corporations, including Alcatel Telecom, Banque Indosuez and Crédit Lyonnais in France; Lufthansa and Deutsche Telekom in Germany and Pirelli

and Eni in Italy. Just over half the companies were UK-owned, many with European operations, but the survey also included 13 per cent from Italy, 9 per cent from France and 8 per cent from Spain.

The survey said individual worker performance was now the "most important factor affecting executive and managerial pay increases and increasingly for non-management employees".

However, it also found there has been a fall in involvement of

employees in corporate consultation over recent years. "Achieving employee involvement appears worryingly low on the human resource and compensation managers' list of priorities," it said, "despite the evidence that such involvement correlates very strongly with successful implementation."

*"Learning from the Past: Changing for the Future," from Towers Perrin, 77-91 New Oxford Street, London WC1A 1PX*

**Taiwan Innovalue<sup>SM</sup> grabbed Peter Grose with a pen that reads.**

As a successful biographer, Peter Grose has spent thousands of hours cross-referencing facts and documents, always longing for a faster compiling system.

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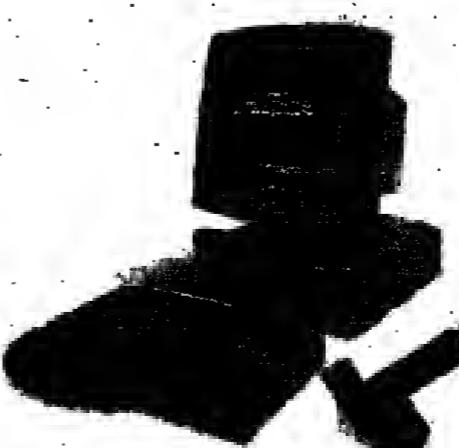


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## NEWS: INTERNATIONAL

# Netanyahu talks of forming national unity government

By Judy Dempsey  
in Jerusalem

Mr Benjamin Netanyahu, the Israeli prime minister, said yesterday he was considering a national unity government in a bid to reach a broad consensus for a final settlement with the Palestinians.

His remarks to Israeli Army Radio are the clearest indication to date that the conservative Likud-led coalition may be pushed towards such a government to save the peace process and stem the rapid decline of Israel's international standing.

"I am definitely considering it but I have not taken any decision on the matter," said Mr Saeb Erekat, the Palestinians' chief negotiator. "I don't care what form of government there is in Israel as long as it puts the peace process back on track."

The opposition Labour party is divided about joining a national unity government. Mr Ehud Barak, the front runner in the party's

West Bank town of Nablus.

His remarks follow 13 days of clashes between Israeli soldiers and Palestinians, who continue to protest against the building of a new Jewish settlement at Har Homa in Arab east Jerusalem.

Although high-level contacts between the two sides have been suspended, the Palestinian Authority has told its police to try to maintain stability across the West Bank.

"We are trying very hard to control the ground. But under Netanyahu, the peace process is slipping away,"

said Mr Saeb Erekat, the Palestinians' chief negotiator. "I don't care what form of government there is in Israel as long as it puts the peace process back on track."

This is the alleged scandal surrounding the appointment of a new attorney general earlier this year. Shas, Mr Netanyahu's coalition partner, allegedly said it would support the Israeli troop pullback from the West Bank town of Hebron in return for its nomination of attorney general being accepted by the cabinet.

leadership race, said yesterday that Mr Netanyahu was "playing for time" by calling for such a government.

"He is doing this to win back support from his right wing," said Mr Barak, former chief of staff and later foreign minister under Labour. The nationalist partners in the coalition depend on Mr Netanyahu for their political survival.

A national unity government would also provide him with moral and political safety net once the police end the investigations into the so-called Bar-On affair," he added.

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Troubling times: Benjamin Netanyahu considers his options in the Knesset yesterday

Labour has waited for the outcome of the investigation before committing itself to supporting or opposing a national unity government although Mr Shimon Peres, its leader, backs such a move.

Mr Barak said Labour had always unconditionally supported the government to combat terrorism and in every step of the way to make peace.

"But there is not enough in common between both parties for Labour to join a national unity government. I don't see that Netanyahu is committed to the peace process. He is committed to getting re-elected," he added.

# Freeze on Israeli ties 'the Arab minimum'

By David Gardner in Cairo

The decision by Arab League foreign ministers to call a halt to any further links with Israel is the minimum Arab leaders feel they must do to pacify domestic public opinion, outraged by Israeli prime minister Benjamin Netanyahu's expropriation of land in occupied Arab east Jerusalem.

Whilst it is still not clear what practical measures the "freeze on normalisation" will translate into, it is intended as a signal to Israel as well as a gesture to the "Arab street".

All Arab governments, especially the modern camp led by Egypt and Jordan, feel the Netanyahu government's continuing colonisation of Arab land is undermining their stability, stirring an upsurge in Islamic fundamentalism in all their countries. They are as Mr Netanyahu complained on Monday, "gangling up" but mainly for their own protection.

"You can't play with Jerusalem and keep on pressing that particular button," a senior Arab diplomat said yesterday. "What he's

playing with is religion, and that's having a serious impact throughout the region. We have to respond."

King Hussein of Jordan in Washington yesterday for talks on the crisis with President Bill Clinton, told Mr Netanyahu in a letter last month that his attempt to seal off Jerusalem from the Palestinian West Bank was leading the region towards an abyss.

The Netanyahu government believes that few Arab leaders feel any real solidarity with the PLO leader, Mr Yasser Arafat. But the question of Jerusalem, housing the third most sacred shrine in Islam, goes beyond the issue of Palestinian rights. Every time Israel tampers with it, the ground shakes under the Arab regimes, especially those which have made peace with Israel.

General Hassan el-Alfi, the Egyptian interior minister, who has spearheaded a campaign against a five-year-old Islamist insurgency he claims to have under control, said yesterday that "this is encouraging terrorism, strengthening those terrorist groups which had begun to dissolve and encouraging them to unite. When the people feel there is injustice, millions will be provoked".

The Arab foreign ministers' unanimous resolution to freeze relations with Israel is a recommendation to their heads of state. But softer proposals last September, after the June Arab summit in Cairo which warned of a freeze unless Israel kept its commitment to trade conquered Arab land for peace, resulted in Gulf and Maghreb countries pulling back from further links with Israel.

Oman this week said it

would not send its trade representative back to Israel and Morocco, according to well placed Arab diplomats, has stopped even taking telephone calls from the Israeli government.

King Hassan of Morocco has been a prime mover of Israeli-Arab rapprochement. But he claims descent from the Prophet Mohammed and is responsible for the Jerusalem Committee of the 54-country Islamic Conference.

Arab diplomats in Cairo, headquarters of the 22-member Arab League, say all League members are likely to signal opposition to Israeli land grabs. They emphasise the overall objective is to continue the peace process on the agreed land-for-peace basis. "It's not important whether there's an embassy or not [in Israel]" one said, "but that the message is read and that we are trying to move forward."

The "primary" boycott, which the League resolution reaffirms - prohibiting direct Arab trade with Israel - was still technically in force anyway. The more damaging "secondary" boycott on third countries trading with Israel was withdrawn.

As a result of the peace process, and the lifting of this boycott, Israel broke into lucrative new markets in the Far East, including Moslem countries such as Indonesia and Malaysia.

The Palestinians and Syrians believe the European Union should review its partnership agreement with Israel, which contains unique access to the EU member states' Research and Development Framework Programme - the first real opportunity Israel's fledgling high technology industry has had to crack Europe's single market.

# World Bank reform faces close scrutiny

By Robert Chote,  
Economics Editor

Mr James Wolfensohn won an important victory on Monday in gaining approval for his proposals to restructure the World Bank. But as a result he will find his presidency of the development organisation subjected to unforgiving scrutiny while the plan is put into effect.

Mr Wolfensohn has already had to scale down his proposals in order to win approval from his executive board. Implementing the so-called "strategic compact" will now add \$25m to the bank's running costs between now and fiscal 2001, compared to the \$82m originally proposed.

The plan has several objectives. These include shifting resources from administration to front-line operations, developing new services, boosting the technical expertise of staff, decentralising activities to client countries, creating partnerships with other organisations, improving information management and reforming personnel policies.

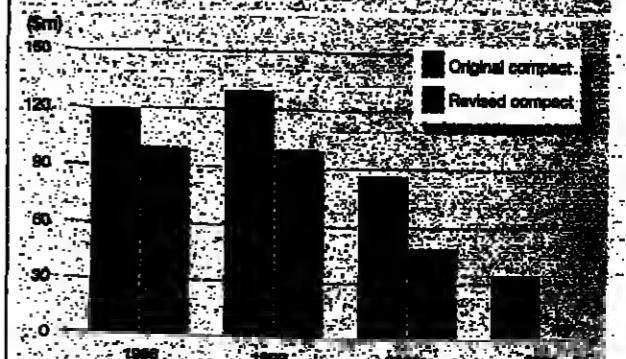
Mr Wolfensohn claims this will give much greater impact to \$2bn of the bank's \$22bn of lending each year. Given the bank's catalytic role among other lenders, this should generate \$5bn a year more in effective lending for development.

The objectives were uncontroversial, but the proposed costs took the bank's board members by surprise. Under pressure from the US, the UK and France, among others, the plan will now be phased in over a longer period than Mr Wolfensohn originally intended and running costs will be returned to their current levels by fiscal 2001 rather than showing a 3 per cent increase.

The redundancy programme will be reviewed every six months.

When it makes its loans to client countries, the World Bank is used to laying down tough conditions and reviewing progress towards achieving them on a regular basis.

In finally agreeing to sanction Mr Wolfensohn's ambitious reform plans, the bank's board may be giving its management an overdose of its own medicine.



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## US and EU take poultry hygiene row to the brink

**Alison Maitland and Guy de Jonquieres** explain the background to the transatlantic trade tiff

The dispute over meat standards which yesterday erupted into trade hostilities between the US and the European Union grew out of a new provision contained in the Uruguay Round world trade agreement.

The dispute stems from a failure by the EU and the US to agree hygiene standards for processing plants for poultry and some other meat.

The Uruguay Round provision covers "health" and hygiene standards for animals and processing plants - the so-called sanitary and phytosanitary text - and allows countries to accept imports provided these standards are "equivalent" in the exporting country.

US officials say the aim of the text was to overcome outdated demands by importing countries that trading partners exactly replicate their own domestic hygiene rules. These demands had

included calls for exporting countries to copy "the colour of the walls (in meat plants), the material used for knife handles and the square footage of toilets," said one official.

Under the new text, the US and EU have agreed "veterinary equivalence" rules on many animal products. But for poultry, petfoods containing animal remains, red meat, dairy and egg products remain unresolved.

The EU is particularly concerned that US poultry plants do not meet its standards.

The crunch came yesterday when the EU, in the absence of equivalence agreements, introduced requirements that US food exports carry certificates stating they comply with EU standards. The US said it was unable to issue such export certificates and was taking retaliatory measures.

Trade disputes are frequently pushed to the brink before they are resolved. But

the dispute to the WTO would be to clarify how the text should work in practice.

Under the WTO's dispute settlement procedure, the two sides would have 60 days to reach a bilateral agreement. If this failed, a disputes panel could be set up to hear the case. If the panel's findings were still disputed, the case would go to the WTO appellate body whose ruling would be binding.

A WTO panel is due to report by the end of May on another dispute between the US and the EU over meat - hormone-treated beef.

The US complained to the WTO last year about the EU's import ban, triggering a counter-complaint by the EU against retaliatory US sanctions that had been in place on a range of foodstuffs since the row began in the late 1980s. The US dropped its sanctions, leaving the main case still to be resolved.

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Dan Glickman: seeking an acceptable agreement in coming months

## Giat in \$4.7bn arms bid group

By Tim Burt

Giat Industries, the French defence equipment manufacturer, yesterday joined forces with GKN of the UK and German engineering groups Krauss Maffei and Rheinmetall to bid for the \$4.77bn European multi-role armoured vehicle (MRAV) programme.

The company announced it would work with its Anglo-German partners to develop common components and a "common industrial organisation" to limit development and production costs.

News of Giat's decision coincided with yesterday's deadline for the submission of bids to build initially 300 armoured vehicles each for France, Germany and the UK.

If the GKN-Giat-Krauss Maffei-Rheinmetall consortium was successful, the companies would form a single contracting agency to allocate production among the four manufacturers.

Officials at GKN said the alliance might develop into a more formal joint venture in the future.

To get Giat on side is

very important because it is the favourite to win the French order for armoured infantry fighting vehicles," GKN said.

Some industry analysts believe pressure for defence consolidation could ultimately lead to mergers among some of the partners.

The rival MRAV consortium - comprising Vickers and Alvis of the UK and Henschel of Germany - yesterday played down the importance of Giat's move.

It has signed up Panhard, the armoured vehicle subsidiary of Peugeot-Citroën, to bid for the French order.

"This is not a blow because the French decision is not the key factor - who wins the order from Germany and the UK is more important," according to Alvis.

A decision on the orders is expected early in 1998.

The UK joined the MRAV programme last year after being threatened with exclusion from the Bonn-based European arms agency if it did not participate.

For the UK manufacturers involved, a share of the order would soak up excess capacity at their plants.

### WORLD TRADE NEWS DIGEST

## China's 'bridge' to foreign funds

China's Junshan bridge development, which combines private and World Bank finance, could prove a model project paving the way for greater private investment in the country's capital-hungry infrastructure programme, according to the World Bank.

The bridge is to be built across the Yangtze River, near Wuhan in the central province of Hubei. The World Bank is managing the associated highway investments, while private investors are being sought to build the bridge. A roadshow to solicit interest starts next month.

Mr Nicholas Hope, director of the Bank's China and Mongolia department, said: "Our infrastructure programme does encourage the development of a framework to allow greater involvement of foreign private investors in China's infrastructure... If successful, this bridge project can pave the way for many more of these types of projects in China, and probably not involving the World Bank or Asian Development Bank."

The deal comes as China enters what is expected to be its last three years of support from the World Bank's concessionary lending arm. Its share of loans by the International Development Association (IDA) - the bank's soft loan arm - has already been cut by a third from \$3bn in the three years 1991 to 1994 to \$2bn in the subsequent three years. For the current programme, from 1997 to 1999, IDA lending is expected to fall to \$900m. China is the biggest beneficiary of World Bank lending, borrowing \$3bn a year since 1988. Of this, 40 to 45 per cent goes into infrastructure development.

Louise Lucco, Hong Kong

### EU launches satellite protest

The European Commission is to complain to the World Trade Organisation that Japan favoured US bidders in a \$40m contract for a global satellite navigation system. In its tender, Japan restricted suppliers to the use of US technical specifications, thereby excluding European companies. The Commission said this was a violation of Japan's obligations under the non-discrimination and transparency provisions of the WTO Government Procurement Agreement.

The Japanese ministry of transport is working on a Multi Functional Transport Satellite project aiming to launch a satellite by 1999. They plan to develop a global navigation system for aircraft, adapted to Japan's specific needs. Similar projects have been launched in the US and the EU, on the basis of different technical specifications.

Foreign staff, London

### NEC fights dumping decision

NEC said yesterday it would contest an anti-dumping move against Japanese supercomputer makers by the US Commerce department. The Japanese computer maker faces dumping margins of 454 per cent on US supercomputer sales. The Commerce department's preliminary decision backed a complaint by Cray Research, which claimed that Japanese manufacturers had offered vector supercomputers in the US at less than fair value. Mr Masao Toku, an executive vice president of NEC, said: "The dumping investigation was targeted at preventing supercomputer procurement from outside the United States, and is based on an unfair and biased" investigation by the Commerce department "centred on information from Cray." NEC has filed a suit at the US Court of International Trade asking that the Commerce Department investigation be stopped and calling for a third party to carry out an impartial investigation.

Mr Robert Ewald, the president of Cray said: "The findings confirm what we have contended since last July - namely that the four vector supercomputers offered to the University Corporation for Atmospheric Research by NEC were illegally dumped."

■ Rolls-Royce has won an order worth up to \$340m to supply engines for Boeing 757 aircraft being purchased by Continental Airlines of the US. Continental has placed firm orders and acquired options on 16 Boeing 757s. Rolls-Royce supplies engines for 50 per cent of the world's 757s.

The UK group hopes to win further orders after Delta Air Lines of the US announced recently that it would buy up to 116 Boeing 757s.

Michael Skapinker, London

■ Japan and 45 other nations have erected trade barriers that are costing US businesses billions of dollars, the Clinton Administration says in its annual review of unfair trade practices. "Many markets around the world remain closed to US exports and to the extent our trade deficit is the result of these barriers... they must be reduced," said the US Trade Representative, Ms Charlene Barboza. In addition to 45 individual countries, the report of the most onerous trade barriers around the world also included four trading groups, including the 15-nation European Union.

AP, Washington

■ Japan is to lend Y21.9bn (\$177m) to Romania for transport improvements. Most of the money is for building a container terminal at Constanta, the country's main port, able to take 350,000 containers a year. The rest will be used for roads. The loan carries interest of 2.7 per cent a year and is to be repaid over 30 years, with a grace period of 10 years.

Anatol Leiven, Bucharest

# GLOBAL VILLAGE EST. 1997

The Global Village, an idea said to have originated from Marshall McLuhan back in the '60s.

A concept looking for an implementor.

A notion that needed vision, of course, but also some down-to-earth things.

Such as capital and a network big enough to bring all the existing villages together.

Such as the vision to have invested early in the Internet.

Such as the commitment to embrace competition and bring choice to customers worldwide.

Such as the ability to build partnerships and alliances which provide local understanding

and on-the-ground support.

The promise of the creation of Concert plc from the proposed merger of BT and MCI will mean nothing less than the first communications company for the world.

And the official opening of the gates to a village the size of a planet.

MCI

CONCERT

BT

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## NEWS: THE AMERICAS

# US figures point to stronger growth

By Gerard Baker

The already strong pace of US economic growth appears to be gaining momentum, according to a clutch of reports published yesterday.

Construction spending surged in February, a key index of leading economic indicators recorded its 13th consecutive monthly increase in the same month, and the nation's purchasing managers reported a sharp rise in manufacturing activity in March.

The figures, which all exceeded analysts' expectations, will provide

more grist for the Federal Reserve in its struggle to rein in what looks increasingly like a runaway economy.

The central bank, citing the need to take pre-emptive action against inflationary pressures, last week raised short-term interest rates for the first time in two years. Evidence of continuing economic strength is likely to mean the quarter-point rise will be followed by further increases in coming months.

But US financial markets reacted calmly to the latest signs of rapid economic expansion, although fears of higher interest rates had

produced over the weekend the largest two-day fall in stock prices since 1987.

Helped by unseasonably mild weather, construction spending jumped 2.3 per cent in February, the fastest rate of increase in 11 months, the Commerce Department reported. The rise followed a downwardly revised 0.3 per cent increase in January.

The National Association of Purchasing Management reported that economic activity in the manufacturing sector accelerated last month. The purchasing managers' index rose to 55 per cent, from 53.1

per cent in February. A figure above 50 suggests activity in the manufacturing sector is growing. The March figure was the highest in two years. The bulk of the increase was accounted for by a sharp rise in new orders.

But there was still little sign of rising cost pressures. Mr Norton Ort, chairman of the NAPM's business survey committee, said its price index "indicated a continuing increase in prices paid, but increases were at a slower rate than in February".

The Conference Board, a private sector research group, said its principal index of leading indicators

rose 0.5 per cent in February. The index, a reliable guide to economic activity about six months ahead, rose 1.1 per cent in the period from last August to February.

Overall, the US economy grew at an annual rate of 3.9 per cent in the last three months of 1996, and officials now believe growth in the first quarter of 1997 will have been only slightly slower. In spite of no clear evidence as yet of rising inflation, the Fed clearly believes that pace of growth, if maintained, would produce an acceleration in prices.

## Cuba casts a wider tax net

By Pascal Fletcher  
in Havana

Cuba's tax authorities are widening their net in a move that threatens to discourage foreign investment.

After reintroducing personal income taxes for some Cubans in a society which had remained virtually tax-free for nearly three decades, the island's new tax authorities are now setting their sights on foreign residents.

Last month representatives of foreign banks and other companies operating in Cuba received a circular from the Cuban Chamber of Commerce advising them that all foreigners who were in Cuba for a total of 180 days in each calendar year were required to present hard-currency tax returns for 1996 by March 31.

The circular confused foreign residents in Cuba, many of whom had been bemused by the government's efforts to reintroduce income tax among Cubans after so many years.

"What is confusing is who is eligible and who isn't," one foreign businessman said. Many foreign residents, including company representatives, said they believed they were not liable to pay taxes. They cited a 1994

Cuban tax law which indicated that only foreign residents who received hard-currency income from "national sources" were expected to pay taxes, also in hard currency.

But officials from Cuba's National Tax Administration Office are saying that "national sources" means "activities carried out in Cuba", which would cover most foreign residents.

Diplomats and representa-

tives of international organiza-

tions are exempt from paying personal income taxes in Cuba in cases where reciprocal agreements exist.

Cuba's 1995 foreign invest-

ment law also exempts foreign partners of joint ventures.

But many foreign company repre-

sentatives and contract workers have been forced to seek legal

advice.

Cuban peso salaries are not taxed. But selective taxes on peso and hard-currency incomes are already being applied to some locals, especially self-employed workers, artists and enter-

preneurs.

Some businessmen believe the move would place a further burden on hard-currency operating costs in Cuba, which are already con-

sidered high.

## Broadcasters win US fight for access to small screen

By Bruce Clark  
in Washington

US broadcasters were savouring victory yesterday after a sharply divided Supreme Court upheld a law that requires cable television operators to retransmit material from local television stations. The law had been challenged by Turner Broadcasting Systems and other leading players in the country's \$25bn-a-year cable television sector.

The "must-carry" provision in the 1982 Cable Act had been attacked by industry executives because it forces them to devote a minimum number of channels to broadcast television, even if this displaces cable services.

But Mr Dennis Wharton, vice-president of the National Association of Broadcasters, hailed the 5-4 court verdict as a "great decision" which would secure the future of at least 1,500 local stations.

While the main broadcasting networks are paid money to have their programmes retransmitted by the cable networks, many smaller broadcasters - for example Spanish-language and religious stations - rely on the "must-carry" provision to survive.

C-Span, the cable network that covers Congress and other public events, has complained it is being crowded by broadcast services under the "must-carry" rule.

Both sides in the dispute - cable services which fear being crowded out by broadcasters, and broadcasters which believe their programming could be dropped - have presented the issue as a test of free speech. The 40-page verdict will be studied as a guide to how the Supreme Court interprets the first amendment, guaranteeing freedom of speech, in an age of communications systems that the framers of

the US constitution never imagined.

The case was also an important test of the balance of power between Congress and the judiciary as both attempt to define free speech in the information era.

Mr Dan Bremner, vice-president of the National Cable Television Association, regretted the fact that, in its judgment, a majority of the court's justices voiced respect for the views of legislators: "This is an example of extreme judicial restraint," he said. "The court is telling us that whatever decision Congress has made, we are not going to disturb it."

President Bill Clinton yesterday sought a study into the effects of a ban on broadcast advertisements for liquor, Reuter reports from Washington.

The president, expressing concern over the ending in November of a 40-year voluntary embargo on television advertising by the alcoholic spirits industry, is to ask the Federal Communications Commission - which regulates broadcasting - to look into the effects of sharp curbs.

The same issues - high technology, civil liberties and the separation of powers - are at stake in another sensitive case pending before the court: a bid by free-speech advocates to strike down the Communications Decency Act, which aims to outlaw pornographic material on the Internet. Public concern over the abuses of the Internet, ranging from sexual titillation to propaganda by ultra-right groups, has risen to new heights this week following revelations that the cult involved in a suicide by 39 people in California was a sophisticated user of the Internet to attract followers.

## Immigration law off to chaotic start

By Gerard Baker in Washington and Daniel Domenech in Mexico City

A new law designed to tighten rules on immigration into the US took effect yesterday after a chaotic 24 hours in which the law's introduction was delayed by one federal court then reinstated by another.

Early yesterday morning an appeals court in Washington overturned a ruling on Monday by a US district court that the law's provisions concerning the treatment of illegal immigrants should not take effect as scheduled yesterday because the government had given it insufficient notice of its implementation.

The law, which is part of an omnibus statute passed by Congress last year, contains tough guidelines for immigration officers. These stiffen conditions for the granting of political asylum, make it easier for immigration officers to deport arriving foreigners, and make it harder for offenders to win a waiver of deportation.

US district judge Emmet Sullivan on Monday agreed with civil rights groups that the rule changes were so significant that they required a statutory 30-day notice period before they could take effect. He delayed implementation of the rules until next Saturday, 30 days after they were published.

But government lawyers successfully argued before an appeals court yesterday that delay would result in chaos for immigration officers as they would have no regulations to guide them on how to treat outstanding cases. Thousands of pending deportation cases might be lost because of the postponement.

"It's going to be sheer chaos," Ms Linda Wendlstrand, an attorney for the

Justice Department, told the court.

Civil rights groups were planning a further challenge to the law yesterday, hoping to persuade another district judge that the rules for immigration officers do not properly require them to inform arriving immigrants that they may have the right of political asylum in the US.

A row is brewing in Mexico over the controversial measures, adding to recent strains in the relationship between Mexico and its northern neighbour just a month before President Bill Clinton's scheduled visit.

There are up to 2m Mexicans living and working illegally in the US, and Mexican politicians have condemned rules prohibiting illegal aliens from re-entering the US for up to 10 years and withdrawing some forms of welfare from migrants.

Recent moves by the US Congress to block Mr Clinton's certification of Mexico as a partner in the drug war have also increased suspicion.

"The US has the right to make laws which apply to its own territory," said Mr Carlos Jimenez Macias, a senator for the ruling Institutional Revolutionary party. "But Mexico cannot allow this legislation to pass, since it affects the human rights [of Mexicans]."

Mexican consuls and legislators have lined up to say that the new US law will result in mass deportations, a claim dismissed by the US.

The Mexican government said it had protested against the measures since October.

However, President Ernesto Zedillo's government is painfully aware of its inability to influence the immigration debate in the US, and is concerned that the issue does not overshadow Mr Clinton's visit on May 6-7.

**American Chamber Of Commerce In Egypt**

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## PRIVATISATION: BULGARIA

### PRIVATISATION OF LARGE STATE COMPANIES

#### SHORTLISTING OF FINANCIAL ADVISERS AND TRANSACTION AGENTS

Following the agreement with the International Monetary Fund on a programme of structural reforms, including accelerated privatisation of major state companies, the Government of Bulgaria seeks to appoint International financial advisers and transaction agents in the sale of:

##### AIR TRANSPORTATION: Balkan Airlines SPJSCo.

**CHEMICAL AND PETROCHEMICAL INDUSTRY:** Agrobiohim SPJSCo. (bio-products), Antibiotic SPJSCo. (drugs), Capitan Dyado Nikola SPJSCo. (plastic pipes), Neohim SPJSCo. (fertilisers), Neftochim SPJSCo. (oil refining & petrochemicals), Petrol SPJSCo. (gasoline distributor/retailer), Sviroza SPJSCo. (viscose rayon), Verila SPJSCo. (bio-products)

##### FERROUS METALLURGY: Promet SPJSCo. (profiles)

##### NON-FERROUS METALLURGY: Asarel-Medet SPJSCo. (copper refinery)

**MACHINE TOOLS AND METALWORKING ENGINEERING:** Bourgas Shipyard SPJSCo., Rousse Shipyard SPJSCo., Varna Shipyard SPJSCo., Kremikovtsi SPJSCo. (steelworks), Stomana SPJSCo. (steelworks), ZMM-Stomana SPJSCo. (machine tools), Chavdar SPJSCo. (motor vehicles), Tespom SPJSCo. (technological equipment)

##### ELECTRONICS AND ELECTRICAL ENGINEERING: Izoma SPJSCo. (insulation materials)

##### TEXTILE AND KNITWEAR INDUSTRY: Vitosha 47 SPJSCo. (garments)

##### TOURISM: Dyuni SPJSCo. (tourist resort)

Investment banks and consulting companies with relevant experience in the privatisation of companies in transition economies are invited to express their interest regarding the privatisation of one or more of the above listed companies.

As invitations for proposals concerning specific enterprises will be issued from April 21, 1997 onwards, interested investment banks and consulting companies should present their qualifications to the Privatisation Agency by 3 pm on April 18, 1997. The shortlisted firms will receive terms of reference and the deadlines for receiving offers in due time.

Privatisation Agency, 29 Aksakov St., 1000 Sofia, Bulgaria

Contact Persons: Mrs Staneva, Tel: (+359 2) 980 5460

Ms Varkova, Tel: (+359 2) 980 8275 Fax: (+359 2) 981 6201

## NEWS: ASIA-PACIFIC

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## Pakistan president loses power to fire PM

By Farhan Bohra in Islamabad

Pakistan's government and opposition united yesterday as MPs voted unanimously to repeal the controversial power of the president to sack elected governments - a power used four times in the past nine years.

They also took away the president's powers to appoint the governors of the country's four provinces, the heads of the armed forces and the chairman of the joint chiefs of staff.

The repeal bill, which went through the upper and lower houses of parliament in a single day, appears to strengthen considerably the position of Mr Nawaz Sharif, the prime minister.

Western diplomats and independent analysts said the legislation would make Mr Sharif one of the most powerful prime ministers in Pakistan's 50-year history, almost half of which has seen the country run by military regimes.

By contrast, the president becomes a largely ceremonial figure whose main executive role is the appointment of judges.

The powers abolished yesterday were taken in 1985 by General Zia ul Haq, who had ruled as military dictator since 1977. He secured referendum backing for the powers, then ruled as civilian dictator until his death in 1988.

Mr Sharif has left in place a provision which granted the armed forces immunity from prosecution for actions under eight years of martial law from 1977 to 1985.

Ms Benazir Bhutto, the opposition leader, who was sacked as premier by the president in November, described the new legislation as "a victory for every worker who raised their voice against military dictatorship and for democracy".

Mr Sharif, who was himself dismissed as prime minister in 1993, described yesterday as "a great day for parliamentary democracy".

The speed with which Mr Sharif acted caught many analysts by surprise. He had been silent on the issue since Pakistan's February 3 elections, then announced his repeal decision on Monday night.

Mr Sharif said Mr Farooq Leghari, the president, agreed with the proposed amendments. Mr Leghari was yesterday himself said to be in his village in the south of Punjab where he arrived on Sunday.

The changes left lingering concerns over the future role of the armed forces in Pakistan's civilian decision making.

In January, Mr Leghari formed the Council for Defence and National Security, including the three armed forces chiefs and the chairman of the joint staff committee, with the president, prime minister, and the ministers of defence, finance, the interior and foreign affairs.

The council has been criticised by democratic and human rights activists as giving representation to the generals in civilian decision making.

Mr Sharif yesterday refused to discuss the fate of the council, which is empowered to discuss and advise on a range of issues including the economy, internal security and foreign affairs.

## Congress targets Gowda in deal

By Mark Nicholson in New Delhi

Congress party officials yesterday suggested the party could reach a political deal with the minority United Front government that it undermined at the weekend, and avoid no-confidence vote next week if Mr H.D. Deve Gowda first resigns as prime minister and coalition leader.

Mr Sitaram Karsi, the Congress leader, who has plunged India into political turmoil by withdrawing parliamentary support from the UF, has also insisted that Congress assume the leadership of the "secular forces" government.

However, an aide to Mr Karsi said that "if Mr Gowda goes, anything is possible," adding: "If he goes,

## Japanese adapt to sales tax rise

By Bethan Hutton in Tokyo

Japan's higher consumption tax, which brought down one government and almost broke a coalition before it was passed two years ago, came into force yesterday accompanied by grumbles from shoppers and apologetic smiles from sellers.

Mr Ryutaro Hashimoto, the prime minister, asked for people's "understanding and co-operation" in the smooth implementation of the tax rate increase, from 3 per cent to 5 per cent.

The extra Y5,000bn (\$40.5bn) revenue expected from the increase is intended to help Japan cope with the burden of its ageing population. Moving from direct to indirect taxation is seen as particularly necessary because the pool of income tax payers is shrinking as the number of pensioners rises.

Introduction of the original 3 per cent consumption tax in 1989 was widely blamed for the downfall of the Liberal Democratic party government, which had governed the country for a nearly uninterrupted spell since the second world war. Reaction this time has been more resigned, although the impact of the tax increase may be much greater in the current economic conditions. Japan is slowly emerging from a long economic downturn.

The higher tax will cost the average family Y8,000 (\$690) a year, says the Japan Consumers' Co-operative

Union. Economists disagree about its likely impact on consumer spending this year, but some decline is inevitable in the short term.

Shoppers have had plenty of time to get ready for the increase - it was announced in November 1994 and confirmed in June last year - but in the run-up to the introduction of the tax, shoppers still rushed to buy big-ticket items in order to save a few thousand yen.

Shops and petrol stations open 24 hours were doing brisk business just before midnight on March 31, and Akihabara, Tokyo's main shopping district for electrical appliances and computers, had a busy weekend. Car sales for the first quarter were lifted by the impending increase, and new

house purchases also appear to have been affected.

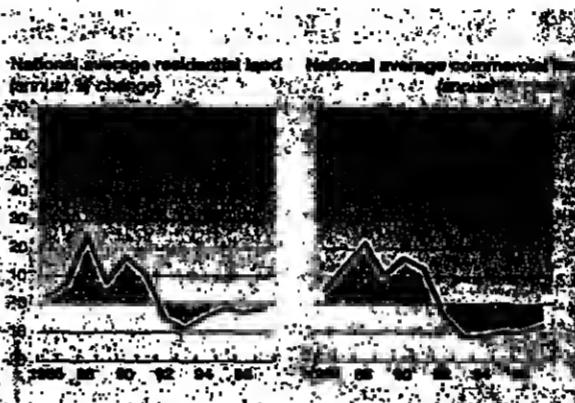
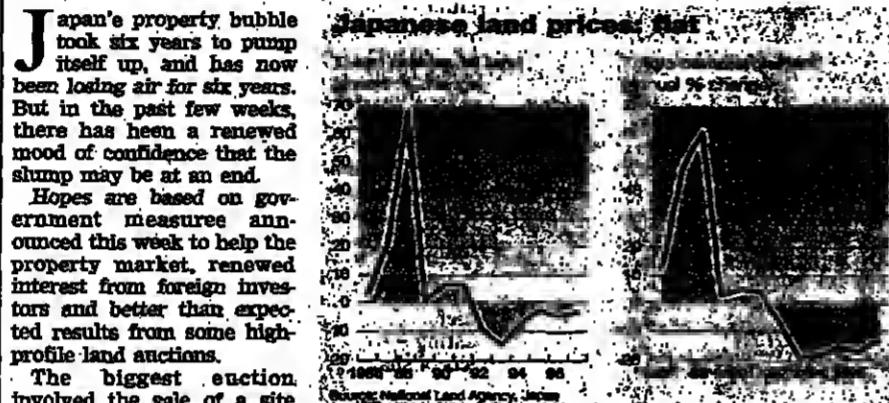
More upsetting for consumers than the actual increase may be the growing confusion over price labelling. Remarkably, for a country as heavily regulated as Japan, there are no rules on whether marked prices should include tax. Even in the same shop, the price printed on a pack of noodles will not include tax, but that on a magazine will.

More confusingly, publishers now say that in future book and magazine prices will not include tax, while department stores say they may show both pre- and post-tax prices, to avoid shocking buyers of big-ticket items at the checkout.

*Editorial comment, Page 15*

## Property blues show sign of lifting

Bethan Hutton and Jonathan Annells report on a new mood of confidence



sarily convenient for trans port.

The question is whether enough of Japan's property glut is of a high enough standard to attract the same kind of interest.

The price of prime land in Tokyo and Osaka has fallen by as much as 80 per cent from its peak value in 1981. According to the National Land Agency, land prices fell last year for the sixth year running, by an average of 2.9 per cent.

This and other JNR land packages excited the market. They were uniquely attractive: large blocks of land in prime locations next to main stations. They came with added inducements, such as permission for a higher ratio of floor space to land area.

But most property waiting to come on to the market is more typical for large Japanese cities: small, awkwardly shaped, blocks in average locations, not neces-

other hand, may be stronger. Tokyo's total office stock amounts to some 400m square feet, compared to 250m square feet in London. Yet the fact that bond yields have dropped below theoretical yields on property for the first time ever, while the cost of borrowing money at less than 3 per cent is promising; even if prices have not bottomed out, the chances of earning a decent return on property have improved.

Mr Guy Cubitt, representa-

tive director in Tokyo of international property consultan

ts Richard Ellis, says rents for high quality office space are beginning to increase again, as vacancy rates drop rapidly. Tenants have been taking advantage of the lower prices to upgrade, a move which increased in the aftermath of the Kobe earthquake.

The rental market, on the

other hand, may be stronger. Tokyo's total office stock amounts to some 400m square feet, compared to 250m square feet in London. Yet the fact that bond yields have dropped below theoretical yields on property for the first time ever, while the cost of borrowing money at less than 3 per cent is promising; even if prices have not bottomed out, the chances of earning a decent return on property have improved.

Additionally, rents are now at such a level that Tokyo no longer appears expensive in comparison with Hong Kong or Singapore, a fact which has attracted the attention of foreign buyers.

Besides Pacific Century, Samsung recently bought half a 19-storey Tokyo building for Y10bn, and one of the Shiodome buyers was Alderney Investments of Singa-

apore.

The government has also this year introduced several measures to help the stagnating market, such as increasing plot ratios, and simplifying tax treatment for land transactions. The latest package, unveiled on Monday, will help banks to securitise the property-backed non-performing loans they are burdened with, and so possibly help liquidity in the market.

## Beijing study predicts further world stability

By Tony Walker in Beijing

The rise of "oriental cultures" driven by a rapidly modernising China will counter western influence and help maintain international stability, according to an influential Chinese "think tank" which is supported by the milit

ary.

The Institute of Strategy and Management, in a wide-ranging and unusually candid public assessment for a Chinese institution, is relatively optimistic about global trends and forecasts that Sino-US relations will improve "irrespective of unavoidable frictions".

The institute, staffed by young western-educated scholars, supplies research material to China's leaders and is known to have the ear of President Jiang Zemin. It is in more forthright than standard Chinese security assessments released to the public.

"The world will basically move forward along the road of political stability," the report says. "The momentum of westernisation will be checked by the rapid growth of east Asian econo-

mies and the strengthening of oriental cultures."

The report forecasts a favourable international environment for China's continued inexorable rise as a "major world power". It also praises Beijing's "firmer stand" in 1996, a reference to its handling of the Taiwan issue.

Angered by what it regarded as Taiwan's attempts to increase its "international living space", China early last year fired missiles into waters off the island, prompting a chill in Sino-US relations.

In an unfortunate choice of words, given allegations in the US over possible Chinese financing of the Democratic presidential campaign, the report says that to improve Sino-US understanding "public relations on US Congress and media should be conducted more vigorously".

Unofficial channels should be utilised to give the American public a more balanced picture of China's conditions and policies.

The report identifies west

ern concern about China

as the main obstacle to Beijing's efforts to

improve its international relations. It accuses China's critics of "seizing on human rights" as a pretext to frustrate its development.

But in spite of such opposition the report says China's economic power will not be checked, and the resumption of sovereignty over Hong Kong on July 1 will further bolster its position.

"After the return of Hong Kong to China, the country will have a combined gross national product of \$1,000bn and combined exports amounting to about 6 per cent of the world total, ranking fourth or fifth in the world," the report says.

The report also says that prevention of "another cold war" will be a basic principle guiding leading powers in the years to 2000, and it forecasts that regional security co-operatives will be enhanced.

The report is optimistic about the world economy, saying that developed countries will emerge from stagnation to achieve annual growth of 2-3 per cent, while higher growth will be maintained in developing countries.

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Malaysia sets listing rules

Malaysia yesterday announced guidelines under which foreign companies may seek to list their shares on the Kuala Lumpur Stock Exchange. The move is part of the country's drive to broaden and deepen its financial markets to compete as a regional financial market against Hong Kong and Singapore. Initially, only foreign companies with "substantial" Malaysian interests will be considered. The shares of all listed companies are to be denominated in the ringgit, Malaysia's currency. Only primary listings would be allowed, a statement from the Securities Commission said.

The commission defined "substantial" Malaysian interests as when resident Malaysians owned more than 50 per cent of the company's paid-up capital, or when the largest shareholder of the company was Malaysian and owned more than 33 per cent of the company. In effect, the most likely candidates for listings are overseas companies acquired by Malaysians, such as Lotus, the UK sports car maker.

James Kunge, Kuala Lumpur

Thais to ease ownership curbs

Thailand may soon relax foreign ownership restrictions on finance companies as a way to provide the struggling industry with a quick cash injection, the finance minister, Mr Annuay Viravan, said yesterday. But it will keep the foreign ownership restrictions on commercial banks at 25 per cent. Under existing regulations foreigners may own up to 25 per cent of finance companies, but several international financial institutions have expressed interest in investing in the sector if the limit is raised.

Given the liquidity crunch at some companies, Mr Annuay said a relaxation on foreign ownership restrictions "is in the pipeline for the finance companies".

The draft of the country's first securities law, which should give financial institutions access to more stable long-term funding, was passed by the Thai cabinet yesterday.

Thailand's inflation rate rose 4.5 per cent year-on-year in March, led by a 5.7 per cent rise in food prices.

Although the rate was higher than February's 4 per cent, on a year-on-year basis the inflation rate has slowed for seven straight months.

Ted Barakat, Bangkok

**Victoria to sell power grid**

Privatisation of state-owned electricity assets in the Australian state of Victoria took another step forward yesterday, when ministers announced they were about to invite bids for the power grid. The state government, which has already sold the distribution businesses and is in the process of disposing of power stations, said it expected the sale in the second half of 1997. Legislation for price regulation and to protect standards would be introduced shortly.

Simultaneously, Victoria's state government announced it was selling the 49 per cent of the Loy Yang B power station to Edison Mission Energy of the US. Edison Mission bought the other 51 per cent of Loy Yang - a 1,000MW generator - in late 1992.

Nicki Tutt, Sydney

**India's budget to be tight**

India's budget to be tight

India's budget to be tight

"LONG  
HAUL  
FLIGHTS  
CAN  
BE  
TIRING..."

WITH  
JAL'S  
NEW SEAT"

Japan Airlines

A BETTER APPROACH TO BUSINESS

## NEWS: UK

## Merrill arm reports errors in accounts

By John Gapper,  
Banking Editor

Merrill Lynch, the US investment bank, said yesterday it was tackling a number of "unreconciled balances" in the accounts of its equity derivatives arm in London, but it did not expect to make significant losses.

Merrill, which discovered the unreconciled balances when it started to transfer its equity derivatives balance sheets from one subsidiary to another, said it was likely to lose only "an insignificant amount" through the errors.

Although the losses are likely to be minor, they come amid concern at many banks at the potential to lose money in trading or accounting errors, particularly within derivatives arms where financial contracts may be complex.

In 1994, Salomon Brothers, the US investment bank, took a \$278m charge against profits to cover accounting errors that mostly occurred in its London operations. Salomon was later disciplined by City of London regulators.

The Securities and Futures Authority said yesterday that it had been notified by

Merrill about the accounting errors, and was monitoring events.

The SFA said it had no plans to investigate the company.

Merrill emphasised that no customer would lose money as a result of these errors, and there had been no mispricing by traders.

One Merrill executive described the accounting errors as "housekeeping stuff" that could be corrected.

The investment bank has brought a small team of accounting specialists and back office staff from New York to handle the switching of the accounts from its capital markets arm to Merrill Lynch International, its European arm.

Merrill originally decided to move equity derivatives into Merrill Lynch International to place it in a regulated entity.

The equity derivatives operation mainly buys and sells listed and over-the-counter derivatives for customers.

The SFA said that it was being "kept up to date frequently" by the US company. It added that there had been "no suggestion of anything sinister".

## Nuclear fleet refit cost soars

By Bernard Gray,  
Defence Correspondent

New facilities to refit Britain's Trident nuclear missile submarine fleet at Devonport in south-west England will cost about £350m (£566.5m) - almost 50 per cent more than the £237m quoted when the contract was awarded in 1993, the Ministry of Defence has confirmed.

DML, the company which now owns the yard, beat off a £250m bid from Rosyth in Scotland to win the work in 1993. Although the decision was made on the basis of a slender £13m difference, which has since been dwarfed by a £113m cost increase, the winning yard will get exclusive refit work worth several billion pounds over the 30-year life of the submarines.

DML will start work on the facilities immediately, because there is barely time to finish the work before the submarine Vanguard has to

be refuelled in 2001. The ministry is justifying the price increase on the grounds that the competition in 1993 was for comparative purposes only and excluded some costs to make comparisons between the rivals easier. It had previously refused to reveal details of the cost of the controversial facilities.

The ministry says the price of the facilities will fall in a range of £335m-£39m depending on incentive fees to be paid to DML for completing the work quickly. However, the ministry also insists that DML will be subject to heavy penalty clauses if the facilities are not ready in time for Vanguard.

The ministry claims that the costs are higher because DML will provide facilities not covered in the original bid. A large element of the increase comes because more of the risk for handling the project has gone to DML than was envisaged in the 1993 competition.

## PUBLIC NOTICES

### COMPETITION FOR PEAT FIRED POWER STATION IN THE EAST MIDLANDS OF IRELAND

The following advertisement has been placed in the Official Journal of the European Communities.

Supply Contract - Negotiated Procedure

1. Awarding Authority:  
Minister for Transport, Energy and Communications  
25 Clare Street  
Dublin, 2
2. The competition is to be run on behalf of the Minister by Independent Consultants consisting of a consortium of Stone & Webster Management Consultants, NatWest Markets, Allen & Overy, Matheson Ormrod Prentice, and CIBC Corporate Finance.
3. Nature of the Contract, CPC reference number (services):  
Contract to supply electricity to the Electricity Supply Board (ESB) from a peat fired power station to be built, owned and operated by the successful tenderer.
4. Place of delivery, site or place of performance of service : IRL - East Midlands area of Ireland; site to be finalised.
5. For Supplies and Works:  
(a) Power station to consume approximately 1 million tonnes/annum of fuel peat to produce approximately 120 MW gross electrical output.  
The successful tenderer will enter into a long term contract with the Electricity Supply Board (ESB) for the connection to the grid and the sale of electricity to ESB. The ESB, as contracting authority, has undertaken to enter into a long term supply contract with the successful tenderer as recommended to the Awning Authority by the independent Consultants. The competition will be organised and run exclusively by the independent Consultants.
6. Derogation from Article 13(6): No
7. Time limits for delivery or completion  
The plant should be in service by 31.12.2001.
8. Deadline for receipt of requests to participate: 5.5.97
9. Address: Prequalification documents available from, and submissions must be returned to, either of the following:-  
Matheson Ormrod Prentice  
3 Burlington Road  
Dublin,  
Tel: 00353 1 667 1666  
Fax: 00353 1 667 1700
10. Deposits & Guarantees: No bid bond required. Other bonds to be specified in draft contracts forming part of invitation to tender documents.
11. Financing & Payments: Project to be financed by the successful bidder. Details of proposed financing to be included in tender submissions.
12. Legal form in the case of group bidders: Bidders to propose. The successful bidder will be required to form a separate legal entity prior to entering into the contract.
13. Minimum Standards:  
Applicants must have the demonstrated capability, experience and financial resources to develop a major build, own and operate thermal power station project. Applicants must have undertaken a relevant project of at least IRP 20 million contract value. Further details will be given in the prequalification documentation.
14. Providers already selected: The primary peat fuel supplier will be Bord na Mona.
15. Other information: Deadline for submission of applicants' prequalification package is 5.5.97.  
The project has in principle been approved for EU grant assistance under the terms of Ireland's 1995 - 1999 Economic Infrastructure Operational Programme.
16. Notice postmarked: 20.3.97
17. Notice received on: 20.3.97

Labour leader taunts Major: 'This is not how Thatcher would have handled the issue'

## Opposition piles 'sleaze' pressure on PM

By James Blitz, Robert Peston and William Lewis

The centrist Liberal Democrat party yesterday piled more pressure on the governing Conservatives over the issue of "sleaze" by announcing that they would join Labour, the biggest opposition party, in backing an independent candidate to stand against Mr Neil Hamilton at the national election.

Mr Hamilton, the central figure in the "cash-for-questions" furore, faces claims

Baroness Thatcher, who was Conservative prime minister from 1979-90, made clear yesterday that her approval of changes made to the Labour party by Mr Tony Blair, its leader, had not dimmed her mistrust for its ideals.

"It is surely good news that the Leader of

the Opposition now rejects many of the policies his party has pursued - with his own enthusiastic endorsement - in the past," she wrote in the London Daily Telegraph.

But that did not mean he had changed "the reality of his party" with its "remaining commitment to collectivism".

that he failed to declare money he received as an MP in the late 1980s from Mr Mabrouk Fayed, owner of the Harrods store in London.

In a move triggered by apparent backing for Mr Hamilton from Mr John

Major, the prime minister, at a London press conference, an independent anti-corruption candidate can be found to stand against Neil Hamilton," said Lord Holme, head of the Liberal Democrats' election campaign.

"We will be joining the

search to see if a suitable

and independent anti-

corruption candidate can be

found to stand against Neil

Hamilton," said Lord Holme,

head of the Liberal Democ-

ratic election campaign.

only by his local party and not by the party leadership.

Mr Major rejected a claim by Mr Tony Blair, the Labour leader, that failure to sack Mr Hamilton was a sign of weak leadership. Mr Blair

retorted: "I would simply put

this question: can you imagine a situation where Margaret Thatcher [Mr Major's predecessor as Conservative prime minister] would have said: 'There are certain candidates I don't want to stand but there is absolutely nothing I can do about it'?"

## Rift on euro opens in pro-EU party

By George Parker and William Lewis

Some candidates standing for the centrist Liberal Democrat party are defying their party line by adopting a sceptical tone towards the European single currency. The rift is a muted echo of divisions in the governing Conservative party.

Mr Paddy Ashdown, Liberal Democrat leader, said yesterday that the party did not intend to weaken its commitment to Britain adopting the euro, despite growing concern among some activists. He has described his party as "a rock" over Europe, immovable in its support for the European Union.

However, a number of candidates are telling voters in their local districts that they are "not persuaded" of the merits of Britain taking part in the single currency. Mr Paul Keetch, the party's candidate in the western England city of Hereford, said: "Usually our party leads the debate, but on the question of Europe we are having to catch up with public opinion."

"My personal opinion is that I am not persuaded that at this time a single currency would be a good thing for Britain."

Mr Keetch's views are typical of a number of Liberal Democrat candidates fighting seats where the public mood is wary or even hostile towards Europe.

The problem is particularly acute for candidates in south-west England - the Liberal Democrats' main target region - where the "mad cow" crisis and fishing disputes have hardened attitudes towards Brussels.

Observer, Page 15

## Crumpled chancellor still in fashion

Respected Kenneth Clarke set for what may be his last Ecofin meeting

Porting crumpled suits and pro-European views, Mr Kenneth Clarke can hardly be accused of courting fashion in the Conservative party. On the European stage, however, Britain's chancellor of the exchequer cuts a sharper profile. His influence among fellow EU finance ministers has grown steadily, allowing him to play a vital if unpublicised role in negotiations over economic and monetary union.

This weekend, Mr Clarke will leave the UK election campaign and join his European colleagues in the Dutch coastal town of Noordwijk to discuss the countdown to EMU. With the Tories trailing badly in the polls in Britain, it could be his last Ecofin meeting.

Mr Ruairi Quinn, finance minister in the Republic of Ireland, says: "Ken Clarke has been a wonderful ambassador for Her Majesty's government, and not just because he speaks from a national perspective. His attitude to the single currency is: we may or may not take part in this project but it is in everybody's interest, particularly the UK's, that it is successful."

Mr Gerrit Zalm, Dutch finance minister and host, says the secret of Mr Clarke's success in Europe is that he speaks in a humorous, intelligent, and constructive manner. "That's not easy given the political circumstances in Britain."

Along with Mr Carlo Ciampi of Italy, Mr Clarke is one of the few finance ministers who have dared to stand up to Mr Hans Tietmeyer, the towering head of the Bundesbank. But he is also blessed with the plain man's



touch. Mr Clarke is no Euro-federalist. He once defended his veto of funds for the European Space Agency on the grounds that it was "just a scheme to put Johnny Frenchman in space".

He is a biting critic of Europe's high unemployment and inflexible labour markets. Like prime minister John Major he thinks the rest of the EU could learn a lesson from the liberalised British economy.

Mr Clarke has, however, always acknowledged

compulsory for countries outside the future euro zone.

Mr Quinn quotes him as saying that there were some people in Britain who thought hell had begun when Britain joined the ERM [in September 1990] and that heaven had begun when Britain left it. Mr Clarke is said to have added: "Britain is more likely to join the single currency before ERM, so don't make it more difficult for us to do so."

Euro-sceptics in Mr Clarke's own party suspect that his secret ambition is to push Britain into EMU alongside France and Germany. The chancellor insists that Britain must play in Europe's "first division", but he has never put the chances of ERM going ahead on time on January 1, 1999 at higher than 60 per cent.

In recent weeks, Mr Clarke may have trimmed that figure in response to record unemployment in Germany and a slower-than-expected recovery in Europe. Yet unlike cabinet colleagues such as Mr Malcolm Rifkind, the foreign secretary, he resisted the temptation to make capital out of ERM's difficulties.

Because he does not fit the European stereotype of the British as political sultans, Mr Clarke has won the trust and respect of colleagues in Brussels. "He is Britain's most effective minister. If only... he could be your prime minister," says one German diplomat wistfully.

The lesson of Dublin was that a forceful British presence at the EU negotiating table can tip the balance. If Britain remains on the sidelines, France and Germany dominate and the smaller states are trapped like marbles between the elephants. Mr Clarke, himself a heavy-weight, grasped that fact fully.

Lionel Barber

## NEWS: UK

## UK NEWS DIGEST

## Expansion for HSBC offshoot

First Direct, the fast-growing telephone bank owned by the Midland Bank offshoot of HSBC, yesterday announced the construction of a new telephone call centre in southern Scotland that is expected to create 5,000 jobs over the next seven years.

The Conservative party, whose few Scottish seats in the House of Commons are under grave threat in the coming general election, has been eager to announce the First Direct investment for weeks.

But despite repeated government leaks, First Direct had insisted that it was still weighing the advantages of Scotland and the Republic of Ireland.

Even yesterday, Mr Michael Forsyth, the chief minister for Scotland, managed to jump the gun by welcoming the new call centre hours before First Direct was ready to confirm its decision. "This new site is designed to ensure we have the capacity to expand our business well into the next century," said Mr Keith Whiffen, chief executive of Midland.

George Graham

**NORTHERN IRELAND**

### Hospital bed court for shot man

A court convened in Belfast yesterday by the hospital bed of a 19-year-old man shot by undercover British soldiers in the Northern Ireland village of Coalisland last week. Mr Gareth Doris from Coalisland, who is being kept under armed guard, lay on top of his bed wearing pyjamas during the four-minute hearing.

A dressing covered a gunshot wound to his stomach and his collapsed lung was being inflated by air from a tube at his bedside. He was charged with attempted murder and maliciously causing an explosion outside Coalisland police station last Wednesday.

He did not speak and was remanded in custody to appear at Belfast Magistrates Court on April 29.

"The defendant has asked me to indicate that he is vigorously contesting the charges," said a defence lawyer.

**MANUFACTURING OUTPUT**

### Tenth month of growth recorded

 UK manufacturers enjoyed growing order books and rising output last month, as the purchasing managers' index recorded its tenth consecutive month of expansion. The index provided mixed signals over the state of the economy, with good news on manufacturing output and increased order balanced by signs of falling employment caused by concerns over rising costs. Analysis said the index, by the Chartered Institute of Purchasing and Supply, showed evidence that UK exports were picking up despite the big rise in the pound's exchange rate since August 1996. Although the overall index, which surveys manufacturing sector activity, fell slightly to 52.9 last month, below February's level of 53.4, it remained safely above the key 50 level. An index reading below 50 signals a contraction in activity.

*Richard Adams*

**OFFSHORE EQUIPMENT**

### Workers walk out over pay claim

Work was at a standstill yesterday at Amec Process and Energy's offshore fabrication yard in north-east England because of a one-day walkout by all 1,750 hourly paid workers in pursuit of a 10 per cent pay claim.

The company, which says it must drive down costs to remain competitive and maintain a healthy order book, has offered a 3 per cent rise with any additional increase depending on productivity deals.

The Confederation of Shipbuilding and Engineering Unions has threatened to stage further strikes with walkouts every Monday, unless the matter is resolved. Further talks between the CSEU and management will take place this week. The yard has been highly successful at winning orders in the past two years but the company says fierce international competition is driving down margins.

*Chris Tingle*

**RIVER THAMES**

### Water levels threaten boat trips

Tour vessels and pleasure boats face cancellations of journeys on part of the River Thames in London because of unusually low river flows resulting from unseasonably dry weather, the Port of London Authority warned yesterday. It said vessels navigating upstream of Kew, in the west of London, faced "worsening problems".

"It's only April and we are already facing the kind of problems we usually face in August after a very dry summer," it said.

Some boats ferrying tourists from central London upstream to Hampton Court had cancelled some services because of the risk of grounding. The Environment Agency, which has already declared drought conditions in south-east England and the rest of the country, said yesterday that Thames water levels were at 37 per cent of their long-term average for the month of March.

*John Goulton*

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Ref: 17281A

Success in winning contracts replaces acquisitions as principal engine of sales growth

## Outsourcing boosts leading IT providers

By Paul Taylor in London

Information technology outsourcing contracts awarded by British industry and the public sector helped the top 10 software and computer services companies to increase their UK revenues by 28 per cent to £4.06bn (£3.45bn) last year.

The top 10 also consolidated their grip on the market, taking their share to 38 per cent, according to figures compiled by Mr Richard Holway, an industry analyst and publisher of System House, a UK computing industry newsletter.

"In previous years, acquisitions have been the main

reason for the high growth rates of the larger companies," Mr Holway notes.

"The only major acquisition of UK revenue in 1996 was IBM's acquisition of Data Sciences... the major reason for high growth is undoubtedly the fact that these larger companies have been awarded the lion's share of new outsourcing contracts."

Electronic Data Systems, the US-based group, consolidated its position as the largest supplier of computer services in the UK.

EDS revenues grew 46 per cent in Britain to £765m as its contract with Rolls-Royce came into full effect, a contract with Airtours started

and its work for the Inland Revenue grew significantly.

Computer Sciences Corporation, the sixth-largest computer services group in the UK, benefited from big outsourcing contracts with British Aerospace, Oxford Consortium and Lucas Industries. The UK operations of Sema Group and Cap Gemini also increased their outsourcing businesses rapidly.

"Those engaged in outsourcing produced by far the fastest growth rates," said Mr Holway. "Conversely, those with no outsourcing activities - GEC Marconi, Microsoft and Oracle - had the lowest growth rates."

Outside the top 10, the

next 10 largest groups' revenues grew 16 per cent -

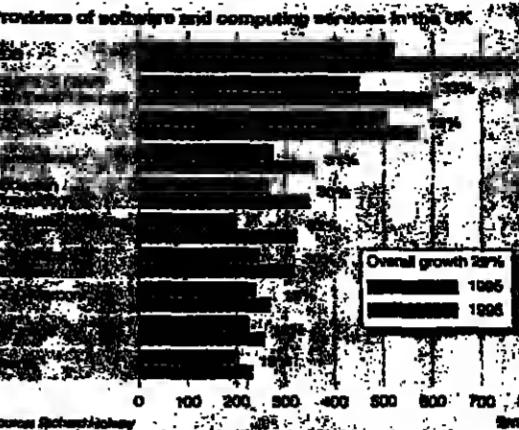
next the industry average.

Companies are more worried about the risk of computer crime than they are about product liability, fraud or theft, says the latest biennial survey of corporate risk published yesterday by Aon, one of the world's biggest insurance brokers.

"The increasing dependence of businesses on computer systems has made many more organisations vulnerable to the impact of computer crime," said the survey of 2,000 UK public and private organisations.

**Top 10 suppliers**

Provider of software and computing services in the UK



## Hotels chief jailed for defrauding shareholders

By Robert Rice,  
Legal Correspondent

The former managing director of Resort Hotels was jailed yesterday for eight years for a £20m (£81.8m) fraud on the company's shareholders. He was also disqualified from acting as a company director for ten years.

Mr Robert Feld, 45, was convicted on three counts of making

misleading statements and nine of forgery in connection with a 1992 rights issue.

The court heard that Mr Feld had lied about profit forecasts and about the company's indebtedness in order to ensure success for the rights issue. However, within two years the company's shares were suspended and it went into liquidation with debts of £140m.

Mr Anthony Evans, a lawyer for

the Serious Fraud Office, told the jury: "Robert Feld was the driving force behind the business. He was

Resort Hotels. Documents were forged by Mr Feld or on his instructions. Shareholders were induced to part with £20.6m."

Resort Hotels was admitted to

the Unlisted Securities Market in 1988, later obtaining a full stock market listing. This allowed the company to expand rapidly. Three

rights issues between 1988 and 1991 raised £30m. But in 1992 the group needed further share capital prompting the rights issue at the centre of the case.

For the April 1992 rights issue to be a success the profit forecast had to be in line with market expectations. City of London institutions had been forecasting a profit of £8m.

Mr Feld told Coopers & Lybrand,

the company's auditors, that profits before tax for the year ending April 1992 would not be less than £6m, that the group's debt was £20.6m and that it had cash balances of £2m. These were deliberate lies, the court heard.

Shareholders in Resort Hotels lost their whole investment, their sole compensation a £220 voucher to spend at Jarvis Hotels, which had acquired Resort's assets.

**OFFSHORE EQUIPMENT**

### Workers walk out over pay claim

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*Chris Tingle*

**RIVER THAMES**

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*John Goulton*

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with more  
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Exchange  
experience  
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## TURKISH INFRASTRUCTURE

Turkey's main utilities companies are moving slowly towards the private sector, but political obstacles remain, writes John Barham

## Hunger for capital remains unsatisfied

Fifteen years ago Turkey opened a new international terminal at Istanbul's Ataturk airport. The Turkey of the early 1980s was a rejuvenated country, emerging from decades of state planning. A fine new airport terminal would become a gateway for the booming tourist trade and help establish Istanbul as a regional business centre.

According to the original plan, work on a second terminal was to start immediately, backed this time by private capital. But 15 years on, Istanbul airport still has just one international terminal, overwhelmed by a huge increase in traffic.

Governments have come and gone, as have plans for the new terminal. Political intrigue, government indecision, a hostile judiciary and bureaucracy are all to blame.

A similar fate has befallen other brave plans to harness local and international capital to build up Turkey's infrastructure, and so lay the foundations for vigorous sustained growth.

Instead, private capital plays a minor role while the state's investment budget dwindles.

Blackouts have become part of the Turkish way of life, as have water shortages, crumbling roads and city streets choked with traffic and pollution.

Yet business is confident that Turkey's awareness of

the state's limitations are changing. Mr Zekeriya Yıldırım, vice-chairman of the Dogus Group, a conglomerate with many infrastructure-related projects, says: "I think that now public opinion has a real desire for stability, for growth and for more employment and to develop our infrastructure."

No country can develop without an adequate infrastructure. Turkey's overburdened infrastructure depresses its potentially high growth rate.

Deficient transport, water and power increase the cost of doing business in Turkey. Repairing and expanding these networks to cope with a growing and rapidly urbanising population imposes unbearable strains on the near-bankrupt treasury.

These themes, and the mechanisms to attract private capital to infrastructure projects, are the subject of a two-day conference sponsored by the Financial Times that begins today in Istanbul.

Underfunding and disorganisation mean expensive delays and starve essential services such as education and health of resources.

The State Planning Office said last year that delays due to insufficient government funding caused public projects to come in an average 2.4 times over budget. Istanbul's light railway was completed in 10 years

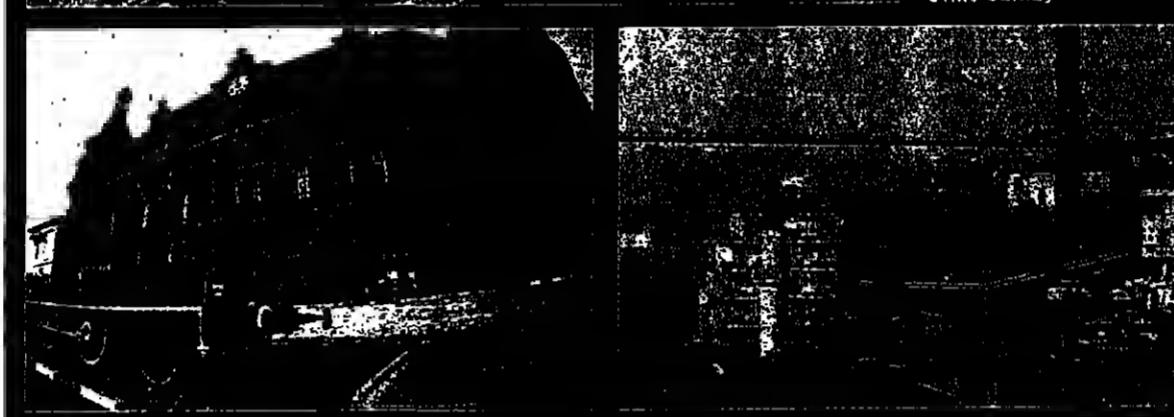


Water shortages are common throughout Turkey. Workers drill an artesian well (left) in the countryside.

**Haydarpaşa, Istanbul:** historic railway station (bottom left) was built in 1908. The station remained strategically important until the 1950s when travellers shifted to road transport. Today, there are severe traffic jams in Istanbul, especially over the Bosphorus bridges, one of which is pictured below centre.

The Tavşanlı thermal-electric power plant (right). Its obsolete technology causes acid rain.

Survey pictures  
Umit Uzmay



instead of the planned three years, and came in at over twice the budget.

The government has made a start in surrendering control to the private sector. It is transferring management of the electricity distribution system to private companies and leasing power stations to private operators. It has leased control of seven – admittedly minor – ports to the private sector.

TEAS, the state-owned electricity generator, expects half the \$99.1bn investment needed to quintuple generating capacity by 2020 to come from the private sector.

But financiers worry about Turkey's hunger for capital. An investment banker says: "There is no shortage of good projects. But there is a limit to the capital available for Turkey." Deteriorating public finances and stubbornly high inflation have

led to sharp cuts in Turkey's credit rating, which further reduces the funds that capital markets are willing to commit to the country or raises costs.

Yet bureaucratic conservatism and lack of financial sophistication prevent the state from turning to cheaper capital market-driven alternatives, such as using the hard currency revenues of ports, airports and the international telephone network to back expansion projects.

Although opinion polls show a majority of Turks support greater private sector involvement in infrastructure, opposition remains ferocious. Mr Mümtaz Soysal, a constitutional lawyer and left-wing politician, has blocked the privatisation of Turk Telekom (TT), the telephone company and privately financed infra-

structure projects for years by appealing to the courts – and usually winning.

Although the constitutional court cleared TT's privatisation in January, it still requires the public sector to retain 61 per cent of the shares. And Mr Soysal is not giving up.

He told a trade union rally in February: "The ports which are Turkey's gates, the factories which are the country's chimneys and the energy plants which are the country's furnaces, are being sold. This is not privatisation. This is outright robbery, theft and plunder."

Even business executives and financiers agree with Mr Soysal that the constitution – drafted by a supposedly modernising 1980-82 military government – imposes tight restrictions on private infrastructure investments.

This is because many Turks still fear surrendering state control over strategic assets to foreigners, as the Ottoman empire did in its dying days.

The constitution requires the Damıştaş administrative court to approve and monitor concessions.

Broadly, any private company taking over activities formerly performed by the government is operating a concession.

However, financiers will not back projects subject to

control of a Turkish court. They want disputes settled by international arbitration. The "concession problem" has sunk the Build-Operate-Transfer (BOT) scheme, pioneered by Turkey in the early 1980s, and seems likely to sink its successor, the Build-Operate (BO) scheme.

Under BOT, the government awards a project, such as a dam, to a private company. The company operates it for a long period, to recover construction costs and earn a profit, after which it transfers the dam to the state.

BOs are simple in principle, but in practice are fiendishly complex. The courts have cleared only 16 BOs, of which six are major projects.

Under BO regulations announced a year ago the government hoped to sidestep the concession issue by not requiring that a project be transferred to the state.

Only "non-public service" activities would be considered for BO contracts. The courts have cleared only 16 BOs, of which six are major projects.

Meanwhile, about \$4bn of BO power project investments are on hold pending a court decision.

A multinational oil company executive trying to promote a \$1bn power project

says: "We need conditions that make the project viable. The constitution must be changed."

Finding a two-thirds majority in the 550-member parliament will not be easy. The government has a majority of just seven seats.

Politicians resist change because the public sector is such an important source of patronage.

Mr Alper Kaptanoğlu, group co-ordinator at Alarko, a big construction group, says the decisions politicians take "are related to their benefits, not the country's". Appointments are made on political affiliation, not merit, he says.

The durability of the coalition government led by Mr Necmettin Erbakan, Turkey's first Islamist prime minister, is open to question. Many political commentators doubt his weak, divided

control of the economy and that making the project viable. The constitution must be changed.

The modal for Turkey should perhaps be Latin American and eastern European where in many cases the entire state-owned infrastructure has been privatised.

The government's pipeline monopoly is scrambling to secure enough additional natural gas imports to meet a steep rise in demand for household and industrial use.

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## BUSINESS AND THE ENVIRONMENT

**I**t has produced rioting in Germany, multi-billion dollar lawsuits in the US, and represents a poisoned chalice for whoever wins the next British general election in May.

The search for underground sites to dispose of highly radioactive waste which is piling up at atomic power plants comes to a head in the US next week, less than a month after the collapse of British attempts to begin work on a site near Sellafield.

US senators are expected to approve a proposal to force the Clinton administration to build a temporary storage site above ground at Yucca Mountain in Nevada - before a permanent dump underground there is approved.

The government, backed by Congress's watchdog on nuclear waste, is opposed to building a temporary site until research can demonstrate that Yucca Mountain would be a safe permanent repository.

Assuming it is passed by the House of Representatives, the industry-backed Senate plan could be stopped only by a presidential veto.

The Department of Energy, which has collected \$12bn from a levy on electricity consumers to build a permanent repository, is under a legal obligation to begin taking nuclear waste off the industry's hands from next January.

The problem is that an underground repository would not be ready at Yucca Mountain before 2010 at the earliest. Successive administrations have dragged their feet in meeting an unrealistic 1998 deadline that was set under political pressure 15 years ago.

Senator Frank Murkowski, chairman of the Senate's energy committee, claims that failure to adopt his temporary storage plan will cost the US taxpayer billions of dollars in legal damages payable to the nuclear industry. "If the administration has a better idea that's fine, but for the moment this is the only game in town," he says.

William Barnard, executive director of the Nuclear Waste Technical Review Board, a monitoring body set up by Congress, notes, however, that the interim storage proposed by Murkowski would not in fact be temporary. Storing casks of waste on land, it would form an essential part of a permanent repository to handle and repackaging spent fuel waste as it arrives for deep disposal. It would also require the construction of a special road or railway enabling delivery of the waste in special casks which have yet to be built.

Leyla Boulton on the search for underground sites to dispose of nuclear waste

# US aims to bury the past



Exploration at Yucca Mountain: after spending \$4bn investigating the site the US government is wary of going further

In an attempt to placate its critics, the Department of Energy promises that an initial "viability" study on Yucca Mountain will be completed by the end of next year, suggesting that some kind of decision might be possible then.

But Barnard's review board, the closest thing to an honest broker in this dispute, points out that a final decision will only really be possible in 2000 or 2001, once an east-west exploratory tunnel across the mountain has been completed.

The board adds, however, that it sees no problem in keeping the waste at 70 plants in 35 states until the turn of the century.

Contrary to the warnings of Murkowski and industry lobbyists who warn of nuclear power plants being forced to shut prematurely, it says there is "no compelling technical or safety reason to move fuel to a centralised site... for the next few years".

But it is adamant that a national interim storage facility should be available at the turn of the century to stop waste being left behind at nuclear reactors as they are decommissioned.

"There is really only a difference of a couple of years between our positions," says Barnard, who concludes that the Senate's insistence on the 1998 deadline is more a matter of symbolism.

"The government has an obligation, so what is it going to do about it?"

The Department of Energy is looking for ways of discharging its obligation, upheld by a court ruling last year, other than providing temporary storage in Nevada from next January. But a senior official says that "the issue of what [legal] remedy it has to provide and what

industry, which last year successfully sued the government to confirm that it must take the waste after 1998, from launching a second lawsuit with dozens of state agencies.

Apart from maintaining pressure on the government to solve the problem, this aims to divert any further funds levied from electricity consumers into an escrow account until the Department of Energy starts work on a repository.

Prospects for a solution, however, look rosier than in the UK, which as of March 17 does not even have a credible site to argue over. But the fiasco suffered by Nirex UK, the state-controlled company set up to build a repository, also highlights the delicate balancing act required to secure a site.

The UK plan was compromised by more than a simple display of Nimbysim (Not In My BackYard) sentiments by Cumbria County Council.

Council, the local authority that withheld permission for an underground laboratory to explore the possibility of a repository.

Citing proof highlighted by environmentalists that the site's hydrogeology was unsuitable, the council also expressed fears that once built, the laboratory would constitute a Trojan horse for a dump.

More damagingly, an internal memorandum leaked earlier this year revealed doubts within Nirex about its ability to build a sufficiently robust preliminary safety case for a dump to justify investment in a laboratory.

Concerns raised by this memo, including the perception that Nirex had been economical with the truth in trying to push through a laboratory, was enough for the government to take the politically popular step of siding with the council.

Barnard appreciates some of the scientific uncertainties surrounding Nirex's quest to find a solution. "Rocks were not made to be licensed," he says. "There is going to be a lot of long-term uncertainty about any repository no matter where you build it."

But he also recognises the danger, identified by Cumbria, of what he calls "institutional momentum" - putting so much money and effort into researching a site that it becomes increasingly difficult to walk away from it even if it proves unsuitable.

Having spent \$4bn exploring Yucca Mountain, the US government is unlikely to fall further into that particular trap by proceeding with a temporary storage site demanded by Congress.

Murkowski seems determined to generate precisely such institutional momentum when he mixes talk of a temporary site at Yucca Mountain with arguments

in favour of building a permanent repository there.

While he feels "sorry for the Nevadans", Murkowski argues that Yucca would make an ideal dump site because it has already suffered radioactive contamination from its location on the edge of the US nuclear weapons test site.

For the nuclear industry, the success or failure of attempts to solve the waste problem is likely to play a part in determining how far into the next century it continues to operate in the US.

Baltimore Gas and Electric is not alone in running out of storage space for nuclear waste - it has room at its one nuclear plant until 2006. But Poincexter says it will need the guarantee of a permanent disposal site before it applies to renew the plant's operating licence for another 20 years.

Most industry experts agree that there is even less likelihood of new reactors appearing in the US in the absence of a repository.

How long a reactor can run to recover its costs and how waste storage and disposal costs might have to increase are in turn bound up with a debate gathering pace in the US over how to deregulate the electricity industry.

Utilities, which depend on nuclear power for 22 per cent of electricity supplies, are arguing with the federal and local governments over how far they should be allowed to fix prices in a competitive environment in order to recover so-called "stranded costs". These refer mainly to investments in the nuclear industry that might not have been made in a deregulated market.

Although most experts expect the prohibitive economics of building new plants to ensure the US nuclear industry's gradual demise, some environmentalists are intent on exploiting the difficulties with waste to seal the industry's fate by opposing any underground repository.

"Nobody in their right mind would think of adding to the problem if there is nowhere to put the waste," says Mary Olson of the Nuclear Information and Resource Service, one of the US's anti-nuclear environmentalist groups.

Whatever the future holds for the nuclear industry, which is enjoying some growth in Asia and still hopes for a renaissance in the west, a powerful ethical argument can be made in favour of this generation tackling the nuclear waste problem before it gets handed down to yet another.

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## Locals dig in their heels over disposal

**D**isposal of waste is the nuclear industry's second-biggest challenge after the collapse in demand for new plants.

The consensus among scientists is that the safest way to dispose of spent fuel rods and other detritus that will remain dangerously radioactive for thousands of years is "deep

geological disposal" - burying it in a hole in the ground.

But politicians face an apparently endless headache in trying to put that theory into practice as local communities, backed by environmentalist pressure groups, object to having the waste nearby.

"When scientists say this is the right way to do it, they

always assume you will be able to find a suitable site... which may prove more difficult," admits William Barnard,

executive director of the Nuclear Waste Technical Review Board, a group of scientists set up by the US Congress to monitor the government's progress in setting up a repository.

The US Department of Energy

points to its plan to open by the end of next year a repository in New Mexico for plutonium-contaminated waste from nuclear weapons

production as evidence that deep disposal is both politically and technically feasible.

But some observers question how realistic that deadline is in the light of disagreements with

the Environmental Protection Agency on regulating the site.

They also expect new legal moves by New Mexico's attorney-general to try to block the opening of the Waste Isolation Pilot Plant, set up to bury the wastes in salt formations at Carlsbad.

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## ARTS

French Television / Andrew Jack

# Highbrow to barking mad

If the advertisements in French television listings magazines are anything to go by (and there are more than 10 uninspiring varieties on which to draw), the country's typical TV viewer is obsessed with slimming, psychic mediums, breast-enhancement and ugly factory-made Belgian furniture.

And judging by the recent output of the six national stations (not to mention dozens of cable and satellite equivalents), all but that last category are already amply catered for with either their own programmes or frequent references to them in the multiple variety shows which clog the channels.

This being France, of course, both *Arte's* *Philosophes* and France 3's *Graze à perte* are available for the discriminating viewer each week. The latter featured an incomprehensible discussion on the great Gallic thinker Michel Foucault, with contributions from among others a certain Sylviane Agacinski, whose recent media fame no doubt has nothing to do with the fact that she is the second wife of the leader of the

Socialist party, Lionel Jospin.

But France 3's early Saturday evening variety show is probably more representative and certainly more widely watched. It has the rather cheeky title *Ya perte ouilleurs* (this is worse elsewhere), although that is probably a safe bet, given the number of new and dreadful concoctions coming on screen nearly every week.

In view of previous efforts, I must confess to not even taking the risk of indicating on myself the latest offering from Nagui on TF1, called *You are not dreaming - you probably wish you were*. For there are more than enough existing distasteful competitors to provide anyone with their weekly fill.

After all, would even the surprise and pleasure of being reunited with long-lost relations or friends on *Perdu de vue* be worth it when it

involves having to do so in front of a huge television screen, and then collapsing into tears for the pleasure of a voyeuristic audience?

And could TF1's *Sans aucun doute* really muster sufficient testimonials to fill a two-hour show dedicated to the subject of jealousy? Apparently so, with one woman happy to relate in detail how her fat husband - who believed she no longer loved him - had threatened her with a rifle before shooting himself through the head.

Her testimony was supposed to be tastefully leavened by inviting "comedian" Elsa Zylberstein along too, to provide commentary. Since the stories related were hardly laughing matters, all the star could muster were the rather unprofound phrases "how horrible" and "how could anyone be like that?" Indeed,

More expert commentary came from the programme's resident "astro-psychologist", who was able to reveal to us the profoundly original thought (for which her clients apparently pay top franc) that those who believe their partners are jealous should start by considering whether they themselves need to change their attitudes.

**F**or a more seriously, MS's *Capital* last Sunday featured the equally bizarre concept of a dog psycho-analyst, available for a modest FF700 an hour to tell stressed canine owners to lock their animals up in isolation more frequently, so that they learn the importance of independence.

He was interviewed as part of a fascinating documentary which showed that

eccentric and obsessed with pets than the English, with 28 per cent of the population claiming ownership of some 16m cats and dogs. Shame there was no explanation of why the hairy creatures are so numerous.

Still, we learnt that kennels in the shape of Louis XIV four-poster beds are on sale alongside electric toothbrushes specially designed for the mouths of our furry friends, and that animal food (typically with just 4 per cent meat or fish content) often sells in supermarkets at a higher price than the human equivalent because of the marketing costs.

We were even treated to a shocking revelation about those authoritarian tweed-jacketed dog breeders who (in France too) dominate TV advertising for the cans of fat masquerading as meat. It seems they are often given vast quantities of free sam-

ples from the company being endorsed. Some even admitted to feeding rival brands to their animals from time to time.

Meanwhile, the suitably-named *Ezra Mezzi Chain*, the compere who attempts to knit the show's mini documentaries together with studio discussions, had calmed after his salivating performance while interviewing President Chirac in a TV debate last month. His lengthy barked questions had barely left the head of state with a chance to get a word in.

But just in case *Capital's* more house-trained studio discussion was not enough to keep us distracted, the camera operator frequently filmed the presenter from a dog-like position at his heels, or bounced away as if chasing after an imaginary bone to get a long-shot so distant that the interviewee were

all but an unrecognisable blur.

Someone who turned on the programme halfway through to be greeted by the sight of copulating dogs might have thought that MS had got confused when it turned the clock forward earlier in the day. Its soft porn broadcasts do not normally start until around midnight.

It was a sight that might even have provided a first test for the new gimmick dreamed up by the CSA, the country's audio-visual regulator. It has had the idea of punishing broadcasters who have transgressed its rules by temporarily forcing them to transmit a black screen in place of their programmes.

But the most controversial recent emission in the last few days was beyond even the CSA's grasp, since it was not even broadcast, but sent

on a video to doctors. The scandal was that it used a journalist, in a format very similar to a French TV news broadcast, to flog a new medicine.

That was judged particularly serious in a country which obviously takes its citizens for such fools that it considers it necessary to broadcast an image and the word *Publicité* (advertising) for several seconds ahead of each commercial break.

The single advantage the system offers is advance warning that what follows may be up to 20 solid minutes of often banal ads and tedious plugs for forthcoming programmes before the next scheduled item starts.

And things are set to get worse. A devious French ad agency has just unveiled a new "anti-zapping" strategy, buying simultaneous air time for a single client on all the principal channels, so that even if you flick stations, you cannot escape the messages.

At least by rapidly flicking the page you can fast-forward past an advert in the TV listings magazines.

## Opera

## Strength without romance in Salome

**T**he Royal Opera knows where it is on to a good thing. The performances of *Salomé* that it gave two years ago were so widely praised for their high standards of music and drama, and so intricately put together, that the company has brought the opera back with virtually the same cast for this year's revival.

It is surprising that the main players have been kept in place for so long. Luc Bondy's production started life at the Salzburg Festival in 1992 and has already travelled widely: Brussels, Florence and Chicago have seen it; performances at the Théâtre du Châtelet in Paris are to come, and a BBC2 television transmission of this London revival is due. But without Catherine Malfitano in the title rôle and Christoph von Dohnányi as conductor, it is difficult to imagine the production retaining its keen focus.

The strength of this *Salomé* is that everybody has worked towards a single goal. Between them, Bondy, Dohnányi and Malfitano have stripped the opera of its late-romantic beauty. I doubt that either Wilda, with his bewitched prose, or Strauss, with his glittering luxuriant orchestration, had in mind such a grim realistic drama, but its power is undeniable.

There was one moment - *Salomé* was languishingly unwrapping John the Baptist's head from his blood-soaked sheet - when the opera seemed sickening for the first time ever in my experience. Malfitano's *Salomé* looks so much the petulant teenager that everything she does seems for real. She was also in good voice, though her soprano has little fire in the tone to spare, so the singing is always hard and forcefully projected.

The main newcomer to the production was Robert Hale's strong-voiced Jokanaan. Kenneth Riegel repeated his unrhined



Petulant and in good voice is Catherine Malfitano in the title rôle

Alastair Muir

Herod and Amja Sijla her domineering Herodias, a blonde society hostess well past her sell-by date, absolutely fabulous in every sense of the term. Ruby Philogene was the new, sultry-voiced Page and Robert Gambill a slightly strained Narraboth. Among the rest Peter Brook's cool-headed

Greenman's First Nazarene and Graeme Broadbent and Michael Daniell as the soldiers come across strongly.

My only serious complaint about the performance is that the orchestra is too loud: hardly a word in the first half-hour could be heard. Like the production, *Salomé*'s cool-headed

conducting shines a merciless spotlight on Strauss's score, revealing countless details with rigorous accuracy. I doubt the Royal Opera orchestra has ever played better and that alone is sufficient reason to see this high-quality evening.

Richard Fairman

Spencer: the soprano and pianist perform works by Schubert; Apr 6

**COPENHAGEN**

**CONCERT**

Det Kongelige Teater - The Royal Theatre Tel: 45-33 69 69

● Royal Danish Chamber Orchestra: with conductor Josef Suk and violinist Lars Bjørnigfjord, perform works by Smetana and Dvorák; Apr 6.

**LONDON**

**AUCTION**

Bonhams Tel: 44-171-3933901

● Nederlands Kameroor: with conductor Daniel Reuss and pianists Wyneke Jordans and Leo van Doeselaar perform works by Brahms; Apr 4

**AMSTERDAM**

**CONCERT**

Concertgebouw Tel:

31-20-6718345

● Ballet der Deutschen Oper

Berlin: perform Oleg Vinogradov's (after Petipa) "Paquita" to music by Minkus, Kenneth MacMillan's "Concerto" to music by Shostakovich and John Cranko's "Onegin" to music by Tchaikovsky and Stolze; Apr 5

**BERLIN**

**CONCERT**

Deutsche Oper Berlin Tel:

49-30-3438401

● Ballet der Deutschen Oper

Berlin: perform Oleg Vinogradov's (after Petipa) "Paquita" to music by Minkus, Kenneth MacMillan's "Concerto" to music by Shostakovich and John Cranko's "Onegin" to music by Tchaikovsky and Stolze; Apr 5

**COLOGNE**

**CONCERT**

Kölner Philharmonie Tel:

49-221-2040820

● Ursula Fleider and Charles

**EXHIBITION**

Royal Academy of Arts Tel:

44-171-4397438

● Brücke: The Late Works: the

**EXHIBITION**

Teatro Lirico Tel: 39-2-723 331

● La Villeggiatura by Goldoni. Directed by Massimo Casti,

Tortelli and the London Symphony Chorus perform works by Stravinsky; Apr 6

**MUSIC PERFORMANCE**

Fundación Juan March Tel:

34-1-4354240

● Miguel Angel Colmenar: performance by the trumpet: plays accompanied by pianist Isabel de Fátima Hernández. The programme includes works by Cherubini, Chopin, Beethoven, Mozart and Saint-Saëns; Apr 6

**THEATRE**

Teatro Lirico Tel: 39-2-723 331

● La Villeggiatura by Goldoni. Directed by Massimo Casti,

Tortelli and the London Symphony Chorus perform works by Stravinsky; Apr 6

**OPERA**

L'Opéra de Paris Bastille Tel:

33-1-44 73 13 99

● Carmen by Bizet. Conducted by Gary Bertini, performed by the Orchestre et Chœurs de l'Opéra National de Paris. Soloists include Franck Ferrat, Kelley Williams, Serge Larin, Gino Cuccillo and Franck Gagnier; Apr 6

**MUNICH**

**OPERA**

Cuvillié-Theater - Altes Residenztheater Tel:

49-89-298838

● Parsifal by Wagner. Conducted by Peter Schneider and performed by the Bayreuth

**EXHIBITION**

Royal Academy of Arts Tel:

44-171-4397438

● Brücke: The Late Works: the

**EXHIBITION**

Teatro Lirico Tel:

39-2-723 331

● Parsifal by Wagner. Conducted by Peter Schneider and performed by the Bayreuth

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## COMMENT &amp; ANALYSIS

Ian Davidson

## A budding agenda

Three contentious issues are emerging for the summer summit in Amsterdam on the future of the EU

The UK government has long downplayed the significance of the intergovernmental conference (IGC) for reforming the European Union. It opposes all the reforms proposed by Germany and others for strengthening political integration. And it would like to put it about that the entire exercise can be written off as a non-event.

Superficially, events have seemed to confirm this judgment. The conference started in March 1996 and is not due to wind up until the Amsterdam summit in June - yet nothing much appears to have happened.

The negotiations scarcely ever get into the headlines. When they do, it seems to exhibit mainly those defects that give the EU such a bad name: incomprehensible complexity and interminable delay. The casual observer might think the intergovernmental conference is turning out to be like the negotiations for the Maastricht treaty, only more boring.

But the draft treaty, tabled last week by the Dutch government, which holds the EU presidency, suggests such a casual observer would be mistaken. The negotiations appear to be shaping up in quite a significant way, with the prospect of a substantial agenda, for the Amsterdam summit around three main issues.

First, the Dutch draft puts forward proposals for strengthening the development of a common foreign and security policy. In parallel, France and Germany have tabled a plan for moving by stages towards a European defence policy, by gradually merging the Western European Union defence grouping into the EU.

Second, there are proposals for moving towards more effective co-operation on justice and home affairs, especially by developing common European policies

on free movement of people, immigration and asylum.

Third, and politically the most significant, the Dutch draft contains a scheme for what is called "flexibility", which would allow a vanguard of more enthusiastic member states to integrate more closely and more rapidly than the others. This would be an important departure, since the Union has been based on the idea that all member states must adopt all policies together. If adopted, it would in theory open the door to a multi-tier Union.

But it was the somewhat unexpected Franco-German plan, for a progressive merger of the Western European Union and the EU, which last week attracted most attention. Just what such a merger would really achieve is a bit vague, but there is certainly powerful political symbolism in the idea.

At present, the only European defence co-ordination is through the Western European Union, which has effectively delegated policy to Nato. Thus no European country can be a full member of the WEU unless it is also a member of Nato.

Spectacularly, the Dutch are proposing that co-operation on questions of asylum, immigration and freedom of travel between member states should become part of the core EU agenda - with a

commitment to adopt common or harmonised policies within a fixed time limit. Such policies would thus also be subject to the arbitration of the European Court of Justice.

These proposals have the makings of a serious showdown between the UK and the rest. A large majority of member states is in favour of closer European integration in immigration, asylum and freedom of movement; but this is absolutely opposed by both the present British government and the opposition Labour party.

There seems likely to be a similar line-up over the third set of proposals in the Dutch draft treaty, for so-called "flexibility". The idea of a multi-tier Europe is open to serious objections. It looks like a recipe for disintegration, not integration; and it will be difficult for the EU's institutions to operate if groups of states are committed to different sets of policies.

But some version of "flexibility" has become essential, if only as a way of circumventing persistent UK opposition to all forms of closer European integration. And the idea has gained momentum as a way of handling the prospective difficulties of admitting to membership the much less advanced countries of eastern Europe.

At the Amsterdam summit, therefore, it seems increasingly likely that one of the big questions for the EU will be whether to move towards a system with the potential for multi-tier integration and, if so, on what terms and conditions. The UK's Conservative government is claiming the right to block any resort in flexibility to avoid being sidelined against its will. But if Labour wins the general election on May 1, it might find flexibility attractive, precisely because it would allow the UK to adopt its own pace in Europe.



## Global Climate Change

## Stop, look and listen before we leap

 International efforts to deal with climate change are speeding toward actions that could wreak havoc on nations even as science and economics continue to signal caution.

While governments, industry and citizens are concerned about the buildup of greenhouse-gas emissions, primarily carbon dioxide (CO<sub>2</sub>), there is no consensus on what constitutes "dangerous levels" of emissions, nor is there agreement on when, where and how best to reduce their impact. Yet, an action plan with binding commitments on industrialised nations could take shape by year's end.

We are concerned that policy makers have not focused fully on the consequences of controlling CO<sub>2</sub> emissions. Economic assessments of several emission-control plans have concluded that most abatement programs will impose painful burdens not just on the developed economies, but also on many developing countries that are under no obligation to act. These economic penalties are especially harsh if the proposed action plan sets short timetables and unrealistic targets.

A study just issued by Charles River Associates (CRA), a Washington, D.C., economic consulting group, provides additional weight to the impact of emission controls in an age of global markets. The report shows how ill-timed or ill-considered abatement measures could stunt world economic growth, unsettle global trading patterns and set the stage for a new era of trade protectionism and conflict.

CRA analyzed two abatement scenarios—one a more modest stabilisation proposal, the other a more aggressive reduction plan. Both fall within the boundaries of proposals already

advanced by several nations. The authors utilised a carbon-rationing plan to achieve required reductions in CO<sub>2</sub> emissions. In practice, rationing would trigger a series of ripple effects, beginning with fuel switching in the industrialised countries and sharply rising energy prices for industry and consumers.

The impact on the industrial world, says CRA, is likely to be twofold: lower fossil fuel imports as nations switch to more expensive energy sources and revamp their industrial infrastructures, and shrinking foreign trade as the cost of carbon abatement makes their goods more expensive in world markets. For countries whose industries and transportation are energy-intensive (Canada and the U.S. and to a lesser extent Italy and Japan, for example) the cost will be acute—with potential drops in the gross domestic product of up to 4.5 per cent.

As industrialised nations curb their demand for fossil fuels, energy prices will decline, hurting energy exporters in the Middle East, Africa and Latin America. The decline in demand, in effect, punishes energy exporters almost as much as industrialised nations. And finally, many developing nations would be harmed by carbon abatement plans. With developing countries now exporting 60 to 75 per cent of their products to the industrialised world, those markets will shrivel as economic growth stalls in the developed world and the cost of their imports rises. In most cases, these negative effects will more than offset the benefits of lower-priced energy.

In the face of compelling conclusions like these, we urge international negotiators not to make 1997 a year of hasty decisions. The entire world's prosperity depends on a course of wise, sustainable action.

**Mobil** The energy to make a difference.

## Government exacerbates dividend problem

From Mr John H. Mulvey

Sir, Tony Jackson revisits ("The dividends dilemma", March 29/30) the vexed question of short-termism in the UK economy. All sides deny responsibility for it, some even that it exists. But Jackson's comparison of the UK with the US, where investment as a proportion of earnings in the non-financial sector is higher and yields are lower, is convincing evidence.

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But some version of "flexibility" has become essential, if only as a way of circumventing persistent UK opposition to all forms of closer European integration. And the idea has gained momentum as a way of handling the prospective difficulties of admitting to membership the much less advanced countries of eastern Europe.

At the Amsterdam summit, therefore, it seems increasingly likely that one of the big questions for the EU will be whether to move towards a system with the potential for multi-tier integration and, if so, on what terms and conditions. The UK's Conservative government is claiming the right to block any resort in flexibility to avoid being sidelined against its will. But if Labour wins the general election on May 1, it might find flexibility attractive, precisely because it would allow the UK to adopt its own pace in Europe.

don't invest because they "have run out of ideas" and think their shareholders can find better investment opportunities elsewhere, is he really saying they are incompetent? In a time of rapid scientific and technological developments, the potential for improved products and the creation of new markets has never been greater.

The overseas-based companies that have taken control of large slices of UK manufacturing industry – and are now among the nation's leading employers – have not run out of ideas, nor are they unable to make the

investment needed for their development.

But they all have governments (and this includes the US), ready in various ways to bear a greater share of the risks inherent in the costly, long-term investment in innovation and development between concept and successful product – bridging the "development gap".

Uniquely among leading countries, Britain has a government which has cut support for research and development dramatically in real terms over the past decade, and offers no significant fiscal incentives for increased investment. The Department

of Trade and Industry has almost ended support for civil industrial R&D, now £700m per annum less.

Jackson says, "The dividend issue will not go away". Unfortunately there is every likelihood it will: when there are no British-run companies left to pay high dividends and most of the revenue from their profits accrues to other, less short-termist, governments.

John H. Mulvey, executive secretary, The Save British Science Society, PO Box 241, Oxford OX1 3QQ, UK

## Too much of a rush for gold

From Mr Charles Kermot

Sir, Sitting in Jakarta I am shocked and amazed by the wealth of anguish that appears to be coming from other mining analysts about recent developments at Bonsang. To put it into perspective, drilling at Papua New Guinea's Lihir project took much longer than two years in defining its gold resources. Indeed, while discovered in 1984, the mine is only now on the

verge of production. And although gold was first found in South Africa's Witwatersrand in the 1890s, it was not until the much later discovery of the West Wit line that the full potential of the region became clear.

As a consequence I am saddened that so many of my colleagues appear to have been taken in by these events – especially because I was aware of others' comments questioning the validity of Bre-X's drilling methodology.

Perhaps this is a further example of why Canada, despite claims to the contrary, is unlikely ever to replace London as the centre of mining finance expertise.

Charles Kermot, mining analyst, Banque Paribas (London), c/o Holiday Inn, Jakarta, Indonesia

## Tigers squabble in an unseemly catfight

From Ms Teresa Wyzomierski

Sir, In the interest of ending the squabbling between Malaysia and Singapore over Lee Kuan Yew's disparaging remarks about John ("Malaysia links with Singapore at 30-year low", March 27), I suggest that prime ministers Mahathir and Goh ask themselves the following ques-

tion: How much longer do they realistically expect the US to remain the sole guardian of Asia's balance of power?

Surely Malaysia and Singapore have a much greater stake in Asian stability than the US. Yet they make no credible effort to formulate a co-ordinated regional response in possible Chinese aggression, preferring instead to stage the international equivalent of a catfight.

Is this any way for Tigers to behave?

Teresa Wyzomierski, 61-37 56th Avenue, Maspeth, New York 11378, US

## Shell should back cleaner fuels move

From Mr Måns Lönnroth

Sir, The article by Stefan Wagstyl and Robert Corzine about Shell and the environment was most welcome ("Rights and wrongs", March 18), even if, as Tony Juniper of the Friends of the Earth subsequently noted (Letters, March 22/23), the jury is still out.

Let me mention an issue which would help the jury:

Shell's future position on the auto-oil directive of the European Union. A recent study commissioned from Arthur D. Little by the Finnish and Swedish governments shows that a 30 and 50 ppm sulphur level in gaso-

line and diesel fuel respectively, rather than the proposed seven times as large levels, would lead to much reduced emissions of nitrogen and sulphur oxides as well as hydrocarbons and particles.

Cleaner fuels also open up the possibility of introducing an up to 35 per cent more fuel efficient gasoline engine.

All in all, cleaner fuels would also be of help in addressing the extremely bad air quality in many European cities (see the Financial Times article, "Paris turns towards nanny for fresh air", March 24), as

Måns Lönnroth, state secretary, Ministry of Environment, S-103 33 Stockholm, Sweden

has been well demonstrated in Swedish cities.

Shell, as well as the other leading oil companies, would do the environment, the human health as well as itself a not insignificant service by breaking ranks with the European oil industry and join the European parliament in a forceful backing of the Finnish and Swedish proposal.

As they say, the proof of the pudding is in the eating.

If he is so exacting on your knowledge of Canadian geography I see no reason why the same standard should not be applied to his.

David Crosby, 9 Stephen Lane, Dedham, MA 02041, US

## By the same standard

From Mr David Crosby

Sir, In his letter criticising the FT for siting a Canadian national park in the wrong province (March 29/30), Mr Robert Hage describes his address as being on the other side of "Le Manche", when actually he means "La Manche".

If he is so exacting on your knowledge of Canadian geography I see no reason why the same standard should not be applied to his.

David Crosby, 9 Stephen Lane, Dedham, MA 02041, US

ways use them extensively while Fiat has also sold its trains or supplied Pendolino technology to Spain, Germany, Switzerland, Finland and the Czech Republic.

The Fiat system is employed in 1,140 carriages or nearly 60 per cent of the 1,940 tilting carriages in use or on order in Europe and North America, followed by Adtranz with more than 550 and Bombardier with 260, according to Railway Gazette magazine.

Many rolling stock manufacturers and rail managers now believe tilt will make a much greater contribution to improving rail travel over the next two decades.

Amtrak, the publicly funded US passenger rail operator, also plans to start tilting train services on the north-east corridor between Boston and Washington, cutting journey times from eight to five hours. And even the French are considering tilting trains as the financial returns from new high speed lines have fallen.

In the UK, the privatisation of BR has raised the likelihood of a second attempt to run tilting trains on the west coast mainline which links London, Manchester, Birmingham and Glasgow.

Mr Richard Branson's Virgin Rail, which has a 15-year franchise to operate trains on the line, plans to replace most of the line's existing trains with a leased fleet of 40 tilting trains. At 200kph, these would cut more than an hour off the 5½ hour journey between London and Glasgow.

According to Mr Chris Adams, engineering development manager at Angel Train Contracts, the rolling stock leasing company, "Tilt can now be regarded as a mature technology whose risks are reasonably well understood and acceptably low."



Rolling along: the Adtranz X2000 tilting high-speed train

"It has been both a technical and a commercial success," says Mr Thomas Holmqvist, export manager Europe for Adtranz, which makes the trains.

Tilting trains offer higher speeds and shorter journey times because the carriages lean into curves. A degree of tilt is normally built into rail track at curves, but additional tilt is needed if the passengers are not to be pushed to the outside of the curve by the centrifugal force. But too much tilt can induce sickness since the passengers' eyes register the curve but their stomachs are fooled into thinking they are sitting upright.

This was the mistake British Rail, the recently privatised UK train operator, made with its Advanced Passenger Train 15 years ago. The Italians have been the most successful in building tilting trains and Fiat Ferrovie, the rail equipment arm of the carmaker, is now making the third generation of its Pendolino. Italian Rail-

## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Wednesday April 2 1997

## Open skies in Europe

From yesterday any European airline will be allowed to operate anywhere in the European Union. This step completes the liberalisation of the internal aviation market that began a decade ago. The question, however, is what it will mean in practice. Will passengers come to regard it as a red letter day or an April fool's joke?

The short answer is that a swift revolution in European aviation is unlikely. Yet even if the pace of change is glacial, powerful competitive forces are now at work. Over time they are likely to transform the industry's traditional landscape.

Such a transformation is needed: fares remain far higher than in the US, while some of Europe's principal state-owned airlines still need to feed from the subsidy trough. This combination of high fares with persistent losses is a startling indicator of inefficiency.

The desired competition will become effective only if entry by efficient new suppliers is a plausible threat. In principle, it already is. Established airlines can, for example, set up operations within hitherto protected domestic markets, as British Airways has done in Germany and France. In addition, low-cost airlines such as Ryanair and Easyjet have both penetrated existing markets and generated new ones, by offering services at lower fares.

Yet the new entrants confront two serious obstacles. The first

is a shortage of slots. Except in Heathrow and Frankfurt, this is not a question of physical capacity, but rather of political obstruction. Instead of being encouraged to expand their business, airports are too frequently subjected to various policies aimed at supporting domestic flag carriers.

Reallocation of slots with substantial scarcity value is less important than allowing more operations where such scarcity does not exist. The reason is simple: where slots are scarce, the market clearing price for travel is likely to be high, whenever runs the flights or however many airlines control the slots.

The other big obstacle to new entry is predatory behaviour by existing airlines. If, in particular, a potential entrant knows that a subsidised competitor will always have enough money to continue operating on its traditional scale, it may not bother to enter at all. This is why it is so important to eliminate state-supported dumping.

This liberalisation is definitely not an April fool's joke. It should lead, over time, to more competition, lower prices and a restructured industry. But the Commission must not rest on its laurels if the potential of the policy is to be realised in the near future. It must now concentrate its efforts both on increasing the supply of slots to efficient new competitors and on reducing the availability of subsidies to inefficient old ones.

But these contenders face a fierce battle if they are to dislodge Deutsche Telekom which was partially-privatised last year. Mr Ron Sommer, chief executive since March 1995, has sought to jolt the group out of its state monopoly mentality and to inject a customer-oriented service culture.

In the past six years, Deutsche Telekom has spent DM150bn on investment, including digitalising its networks and building a modern fibre-optic system across eastern Germany. "If you add up what our competitors plan to spend in the next five years, it is still not as much as we spend in a single year," Mr Sommer says.

A high priority is to improve reliability and its notoriously bad customer service. A special "VIP" service has been introduced, for example, for the lucrative high-spending private customers.

Prices have been cut by an average of 10 per cent since 1990. Despite Germany's strict labour laws, staff numbers have been cut from 230,000 in 1985 to 201,000 at the end of last year with a goal of 170,000 by 2000. "The fight is on for every single client," says Mr Sommer.

The new competitors such as o.telco argue Deutsche Telekom is competing with unfair advantages. None will be able to offer from January 1 a universal network on their own. All depend on Deutsche Telekom providing access to its networks – particularly for the so-called "last mile" from trunk networks into customers' homes or businesses.

The post and telecommuni-

**T**he nerve centre of o.telco, a new German telecommunications company, resembles the control room of a space agency, with more than 100 computer terminals housed in a sleek office building in Cologne. The banks of screens, which show o.telco's national telecoms grid, flash whenever there is a fault. But for much of the time, seats at the terminals are empty.

The company – owned by Veba and RWE, two large energy and industrial conglomerates – is investing DM7bn (\$4.2bn) in preparation for an event that has yet to happen: the liberalisation of Germany's telecoms market on January 1, 1998.

On that date, Deutsche Telekom – Europe's largest telecoms group – will lose its monopoly of public voice-telephony services. The market will be thrown open to competition offering the opportunity to win a share of one of the world's largest and fastest-growing markets, expected to be worth DM100bn by 2000.

"Our goals are clear: o.telco is to provide the full spectrum of communications services and occupy one of the foremost ranks in competition," says Mr Ulrich Hartmann, chairman of Veba.

Other large German groups racing to build rival general telecoms businesses include Viasat, the Munich-based industrial conglomerate, which has teamed up with the UK's British Telecommunications. Mannesmann, the industrial conglomerate that once focused on traditional steel tubes products, has joined forces with Deutsche Bahn to build an alternative telecoms network along the railway operator's tracks. Meanwhile, other companies are building telecommunications businesses in some of Germany's largest cities.

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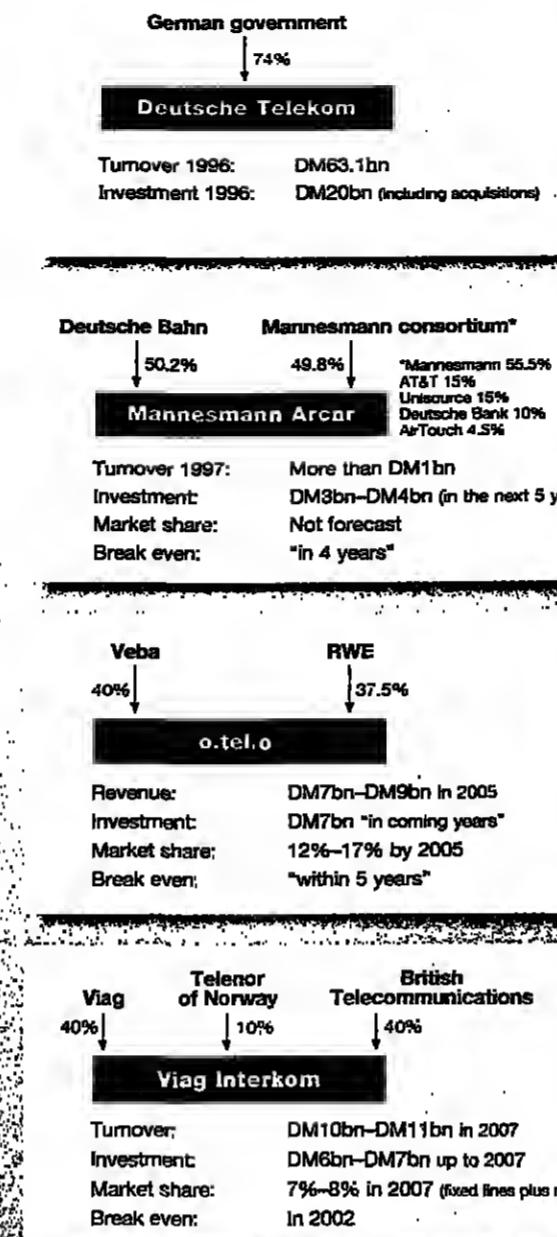
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The post and telecommuni-

## New numbers in German telecoms



Lutz Meyer-Schulte: Viag Interkom

to support operations which are not expected to break even until well into the next century. They also have experience running large infrastructure networks and customer billing systems.

And within a few years, their dependence on Deutsche Telekom will have been reduced. The rival groups will have completed a federal-wide network for bulk telecommunications traffic and have made greater inroads into the "last mile". Viag Interkom, for example, is planning to use radio telephony to link consumers to its fixed land-based network.

They will also receive help from the growing international pressures for liberalisation. European Union directives requiring telecoms markets to be fully open to competition in data and voice services from January 1, next year were a catalyst for change in Germany. If the Bonn government or the new regulatory authority are ineffective as regulators, Brussels is likely to intervene to promote competition.

**W**ithin Germany, consumers are becoming increasingly accustomed to competition. In the German mobile telecommunications market – liberalised since 1990 – rivalry is already fierce between the four competing networks, only two of which are owned by Deutsche Telekom.

The new entrants have used mobile telephony to gain experience of the telecoms market – the largest mobile operator, D2, is majority-owned by Mannesmann. A fifth mobile network soon to be launched will be part of the Viag Interkom operation.

And unlike the US and UK, Germany is going straight for full across-the-board liberalisation. In the UK, the government only allowed one competitor – Mercury Communications – to tackle BT for the first seven years after privatisation in 1984. In the US, competition has only recently been allowed on the "last mile" to consumers.

Meanwhile, Germany's telecom operators are benefiting from the experience of companies in markets which are ahead of it in liberalisation. The new competitors can not only import technical and marketing know-how, they can also learn from mistakes made elsewhere.

Unlike Mercury in the UK, the main rivals to Deutsche Telekom are looking to offer a range of services to business and private clients. That will allow economies of scale and also prevent over dependence on short-term niche opportunities.

The size of the new rivals' operations and the scale of investment still to come suggests none is going to give up without a fight. Since it is one of the biggest in the world, a chunk of the German telecoms market is an alluring goal for new competitors such as o.telco.

As Mr James Riddiford, European telecommunications analyst at Deutsche Morgan Grenfell in Frankfurt, says: "They will come in. They could potentially make good money, providing their plans are sensible. But it will take time."

Additional reporting by Wolfgang Münchau

## Financial Times

## 100 years ago

An Understate Development: Although the prospectus of the Egyptian Delta Canal and Railway Limited bears first-class names, and promises to propose a scheme that is both promising in financial and worthy of support on moral grounds, there is something about it which we must take exception. We believe among the Directors the name of Lieutenant-Colonel Sir Harry Stewart (Secretary to the North Western Native Company). While we do not mean to say anything against Colonel Murray, we do consider him deservedly highly regarded, and we are sorry to see that he is not mentioned in the official list of shareholders.

On Monday, he was working outside the Tower Hill Piazza, a busy tourist attraction, when someone made off with his precious prop. Unless it is handed back it will take six weeks to replace. But there's no question of Minor being silenced by the beastly crime he's back on duty with a temporary bell loaned by the town crier of suburban Croydon.

## Busy line

■ Woe betide the caller when two terribly fashionable New York phenomena – voicemail and psycho-analysis – collide.

"Hello, welcome to the Psychiatric Hot-line. If you are obsessive-compulsive, press 1 repeatedly. If you are co-dependent, please ask someone else to press 2. If you have multiple personalities, press 3, 4, 5 and 6. If you are paranoid-delusional, we know who you are and what you want; just stay on the line so we can trace the call. If you are schizoid, listen carefully and a little voice will tell you which number to press. If you are manic-depressive, it doesn't matter which number you press – no-one will answer."

50 years ago

Bertil Frick is dead. The oil tycoon, who had been a deflationary force in the 1960s, has passed away at 85, although his influence on economic policy still remains. His son, Bertil Frick Jr., is not yet 30, but has already succeeded his father as a general manager of the oil company, to some extent taking over the inflationary

## Banks hang on

Japan's troubled banks have reason this week to be thankful. Their year-end balance sheets were struck on March 31 before Wall Street's slide bad the chance to turn into something big. Despite heavy selling of bank shares on the last day of the year, the Nikkei 225 Index closed just above 18,000. At that level the value of the equity holdings of some weaker banks will probably be insufficient to prevent breaches of the Bank for International Settlements' capital adequacy regime. Yet it could have been worse.

Since the beginning of the year confidence in the ability of the banks to muddle through has been eroding. Bank shares have had to cope with rumours about the potentially destabilising impact of Tokyo's "Big Bang". This has been exacerbated since last week by the problems of Nippon Credit Bank, which has seen the yield on its debentures rise sharply in recent months relative to those of the other long term credit banks. The fear, as with the earlier restructuring of the *jasen* and housing loan corporations, is that sound banks will be weakened through enforced participation in a rescue.

For want of a substantial and politically unpopular injection of public funds, the stage is set for a slower-motion restructuring of the financial industry than the label "Big Bang"

## Zwischenland

For 200 years or more, the lands between Germany and Russia have had a hard time of it. That is why Poles, Czechs and Hungarians are now so determined to enter NATO, hoping to escape that tragic destiny once and for all. But while the west thus expands, Russia has shrunk, leaving a belt of newly independent states between its main land mass and the putative new eastern frontier of NATO.

Were there to be a new cold war, or worse, a hot one, the fate of this new *glacis* could be as unpleasant as that of the old. Both NATO and Russia have a responsibility, and an interest, in seeing that no such nightmare comes about. NATO accepts that, at least in the near future, this cannot be done by expanding further to take in the states in question. But Russia, humiliated by the "loss" of Poland, has mumbled that it might react by hugging its nearer neighbours in a tighter embrace.

Today's planned "union" treaty with Belarus is probably meant to look, to Russian nationalists, like the first step in implementing those threats. Luckily reality is different. Russia and Belarus already formed a "community of sovereign republics" a year ago, and it is not certain today's "union" will feel any different in practice. "Some people are asking," says Mr Valery Serov, the Russian deputy prime minister who co-

authored the draft. "In what country will we wake up on April 3? The answer is: In the very same country you went to bed. There will be a union of states rather than a single state."

The draft treaty is especially coy about plans for a single currency, with good reason. As Mr Serov's remarks suggest, Russian opinion is by no means uniformly enthusiastic about balancing out a hopelessly mismanaged Belarus economy, nor about taking responsibility for the repressive and eccentric behaviour of Mr Anatoly Lukashenko, the Belarus president. For his part, Mr Lukashenko (rather like the late Archbishop Makarios in Cyprus) will hardly push his enthusiasm for *ennsis* to the point where the mother country could order him about or even push him aside.

More significant than today's ceremonies in Moscow may be the visit of General George Joulwan, NATO's supreme allied commander to the Ukrainian capital, and the fact that it has not stopped President Boris Yeltsin from adopting a new and more conciliatory tone towards Ukraine. Russia may be able to dictate terms to Belarus, but it is in no state to force its will on Ukraine or indeed on the Baltics, and Mr Yeltsin knows it. In today's *zwischenland*, friendship is to be earned, not imposed.

## • OBSERVER

## So full of beans

■ Funny how organisations get tired of the way they look.

though corporate cosmetic surgery normally costs a lot more than the nip-and-tuck being considered by the International Cocoa Organisation to coincide with its 25th anniversary in 1998.

The ICO has had enough of its worthy – but admittedly dull – logo, a kind of flattened and segmented planet earth stamped with a cocoa-bean pod and the acronym ICO. The organisation has been going since 1973 with the same symbol, but now it wants to update its public face to something a little more in tune with the times.

Mind you, the ICO is not spending a hill of beans on its new look; instead it's inviting anyone (apart from ICO) to submit designs. The winner will be chosen by the organisation's executive committee. "Surprise us with the winning entry and we will surprise you with a great prize!" it declares.

Observer has a sweet tooth so naturally rang up and asked what the surprise prize might be – chocolate bars for life, perhaps? "Now there's a thought," says an ICO spokesman, adding "we can't

give out any specific information just yet but we hope that won't deter you from entering." They'll be doodling from Paris to Peru.

## Wipe out

■ Financier Sir James Goldsmith is trying hard to change the face of British politics; his Referendum party has stumped millions of copies of its 12-minute video through the nation's letterboxes. So plenty of excitement at the party's headquarters after news that "the most important video you'll ever watch" is in especially

strong demand in universities. The word has gone out from the academic community that copies of the tape are urgently required to help the educational process on its way. The trouble is, the tapes aren't being used as a ground-breaking example of a new approach to "single-issue" politics; their length makes them ideal for wiping before re-use in seminar presentations.

## Spokesmen

■ French insurance group GAN has suffered more than most from downturns in the property cycle and the underwriting cycle; now it seems to have had enough of the real thing. The state-owned company is risking the wrath of France's

bicycle-loving public by withdrawing its sponsorship from the Tour de France.

GAN has sponsored its own team in the world's toughest cycle race since 1983; team members often seen sporting the tour leader's famous yellow jersey – which conveniently matches one of the insurer's corporate colours. But now the company has decided that the expense is, well, a touch extravagant at a time when the French government is being asked to fork out FF72bn to help cover huge losses.

Still, this has not prevented another troubled state-owned financial institution from continuing to lend support to the event: Credit Lyonnais is still peddling its wares on the tour.

## Hell's bells

■ London town crier Peter Moore has had his bell stolen. The felony took place on Monday within earshot of the Tower of London: Moore put down his 17lb copper and brass bell for a few seconds and when he turned round it was gone. In the old days felons were hung, drawn and quartered for less.

Now 53, Moore has been

making a living shouting his head off for more than 20 years.

He first did the job for the old Greater London Council. After

Margaret Thatcher's

fall from power, he

was given a job by the

new Conservative

government.

He has been doing the

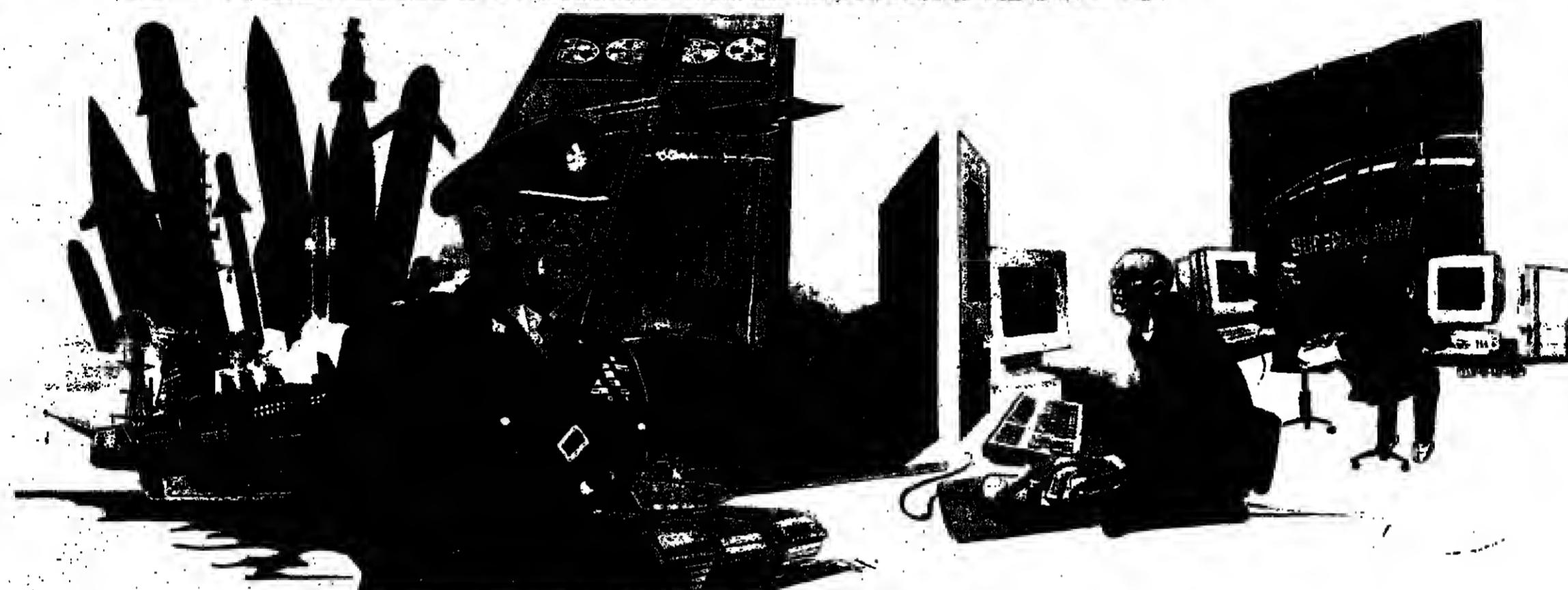
same job ever since.

He has been doing the

same job ever since.

He has been doing the





## From swords to ploughshares

Many advances in information and communications technology were triggered by costly defence research projects. But now, as governments around the world make big military cutbacks, high technology companies are seeking new commercial markets, reports Geoffrey Nairn

**D**eep in the heart of Texas a decommissioned missile base is up for sale. The real estate company handling the property believes it would make a good computer centre or microchip farm, but commercial interest has so far been poor and the company recently slashed the price of this 'Cold War' relic to \$60,000.

Military conversion is easier said than done, as the above example shows. But with governments around the world cutting defence budgets, many high-tech companies are reducing military work to seek out commercial uses for their skills and technologies.

"The growth we get from defence is not bad, but it's not as good as the rest of our business," says Pierre Yves Simonot, marketing director at Anglo-French IT services group, Sema.

Defence revenue has dropped from 24 per cent of Sema's turnover in 1986 to 20 per cent last year. The deepest defence cuts have been made in high-tech projects, many of which were dreamed up before the collapse of the Warsaw Pact. Critics say battlefield digitisation technologies (see report, page three) are largely irrelevant to the crude warfare practised in Bosnia, Rwanda or Somalia or to peacekeeping missions.

"I am not sure if the projects of the 1980s are still appropriate," says Mr Simonot. "Military operations today are rarely war operations." Only the Gulf War has so far given the defence industry a chance to test its high-tech weaponry in earnest. But the Pentagon is having to scale back investments in such technologies to satisfy more pressing demands on its coffers - such as the \$2bn budget overshoot for

stationing US troops in Bosnia.

In Europe, the old threat from the East has vanished and with it the justification for many defence projects. France and Germany, for example, have scrapped plans to include an advanced information system in the Tiger attack helicopter they are jointly developing.

Other projects have been killed by governments, disillusioned with the cost over-runs and delays that seem to plague military IT systems. In February, the UK Ministry of Defence cancelled an electronic warfare system that was five years late.

The end of the Cold War has had a tremendous impact on the defence industry, triggering layoffs and mergers on both sides of the Atlantic. More than 28,000 defence workers have lost their jobs in the San Diego area of California, for example.

The trend is far from over. In February, the US aerospace company Northrop Grumman became the latest in a long list of defence contractors to slim down: it will close four plants and shed 755 jobs. Texas Instruments and Hughes Electronics are pulling out of defence electronics and selling their interests to Raytheon. Lockheed Martin has proposed to buy the defence arm of Loral.

When it comes to bating swords into ploughshares, the

US-based Rockwell International, famous for the B1 bomber, experimental aircraft and rockets, has now made a remarkable shift from defence to commercial markets - see report, page two.

In Europe, consolidation is also happening. France seeks a buyer for the state-owned defence electronics firm Thomson CSF; Germany's Siemens is looking to withdraw from defence electronics; Italy's state-owned Finmeccanica wants to combine its defence activities with the UK's GEC-Marconi.

To cushion the impact of declining defence sales, many IT companies are seeking new commercial markets. The US government has earmarked \$600m to encourage this trend. But the change is not easy for companies that have grown fat on generously-priced defence work. In the commercial sector, margins are slimmer, projects shorter and competition greater.

US suppliers are particularly keen to learn from Israel's IT industry's successes in finding civilian uses for military technologies. The two countries have set up a task force to further promote Israel's dual-use technologies and find US partners - see report, page four.

In the US, "major defence contractors are coming to us and saying 'help us out,'" says Len Zuga, a senior analyst with Frost

& Sullivan who spent 12 years working in defence.

The research group has identified 44 high-tech sectors where military expertise could find a market niche, ranging from industrial electronics and test equipment to satellite communications. Some companies have found their own niche. Spanish warship builder Bazan has converted its anti-missile technology into system for monitoring forest fire. The system uses infra-red cameras to locate fires and has been installed in several Spanish forests.

One of the largest IT companies in the defence sector is US services giant Computer Sciences Corporation (CSC). It decided to reduce defence and government work several years ago, and federal revenues have thus dropped from 37 per cent in 1992 to 37 per cent last year.

**O**ther IT companies have been less successful at coping with a drop in defence orders. Since 1994, three supercomputer suppliers have filed for Chapter 11 protection, victims of defence cuts - military applications were once a big market for supercomputers - and advances in commodity processor technology that have made specialised number-crunching hardware obsolete.

One of the other companies,

Thinking Machines, re-emerged in 1995 but it has learnt its lesson. It now sells software for data mining rather than exotic hardware and focused on commercial markets, such as risk management and fraud detection, rather than defence.

The most difficult conversion process faces former Eastern Bloc countries, whose defence suppliers were once an industrial elite but now struggle to buy raw materials and pay salaries. Nato believes the successful conversion of the defence sectors of these countries is crucial to their economic reform. The European Union, US and Japan have spent Ecu55m (equal to \$74.7m or £46.4m) during the past two years on 200 projects to help 11,000 Russian military researchers switch to civil activities.

"In the former Soviet Union there is an enormous reserve of scientific and technical knowledge but no-one knows how to transform it into commercial products," says Enric Trillas, an expert on defence conversion at the Polytechnic University of Madrid.

Stins Coman is an example of successful defence conversion in the former Soviet Union. This Russian computer company was founded in 1992 by engineers from the aviation industry centred around Zhukovsky, near Moscow. The end of the Cold War

"Historically, the MoD was very wealthy in manpower, but with the defence personnel cuts there is now pressure to get more out of IT," he says. Defence comprises 9 per cent of Logica's turnover.

One of the biggest changes to take root in defence has been the discovery that cheap commercial off-the-shelf technologies ('Cots') can be as good as military-specification products - "Cots has really taken hold and cost savings in excess of 50 per cent have been made by the [US] Department of Defense," says Mr Zuga of Frost & Sullivan.

Sema demonstrated the value of Cots to the French army by convincing it to change the specifications for an IT system so that Sema could tender an off-the-shelf logistics software package, rather than write software from scratch - "if you start from the beginning with the view that you can use Cots, you can save a lot of money," says Mr Simonot, who estimates the revised specifications saved the French army at least 10 per cent.

### ON OTHER PAGES

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### Partnership<sup>3</sup>



# Heaven or Earth?

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CYBER TERRORISM • By Paul Taylor

## West faces prospect of hacker warfare

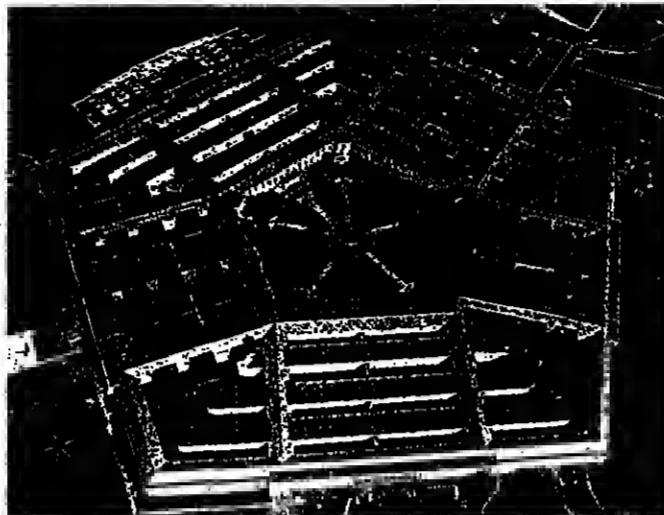
How even ordinary personal computers could be used to disrupt economies and bring nations to their knees

**F**uture wars may be waged not with missiles, tanks and land mines, but by using computer keyboards, virus programmes and 'logic bombs'. Nevertheless, if the 'information war' experts are to be believed, the results could be just as devastating.

Over the past decade, information warfare has stepped right out of the pages of a sci-fi novel to become both potent new weapon in military arsenals, and conversely a frightening new threat to be countered. In the US and elsewhere in the developed world, military minds are facing up to the prospect of having to wage cyber warfare against perhaps an unseen enemy.

Almost 30 years after the US Defense Department created the Internet as a communications system invulnerable even to a nuclear attack, the global web of computer networks is itself now viewed as a national security risk by the Pentagon and other military security chiefs.

The increasing dependency of government agencies and commercial businesses on networks



The Pentagon: target for at least 250,000 computer attacks a year

of computers that support critical functions such as banking, communications, air traffic control and law enforcement, together with the rapid growth of international access to the Internet, has created new and substantial vulnerabilities.

"We are rapidly getting to the point where we could conduct warfare by dumping the economic affairs of a nation (via computer networks)," said US Senator John Glenn in response to testimony before a hearing on cyber security last summer. But the potential to wage cyber war is a two-edged sword which can be used by and against a nation.

Until relatively recently, the concept of 'information warfare' or 'cyber wars' had been largely dismissed as alarmist rhetoric pumped out by those with an interest in maintaining the West's vast intelligence apparatus. But the potential use of computer networks to undermine public confidence, disrupt essential services, play havoc with the economy or damage military capabilities, is now being taken seriously in Washington and

elsewhere. According to the US National Security Agency, potential adversaries of the US in 120 countries are gathering data via the Internet about US Defense Department computer networks and developing methods of launching untraceable attacks to disable or compromise them.

Data from a report last year by the US General Accounting Office, the investigative agency

of the US Congress, suggested that Pentagon computers are a frequent target of hackers. "Hackers have stolen and destroyed sensitive data and software. They have installed 'back doors' into computer systems which allow them to surreptitiously regain entry... they have crashed entire systems and networks," said Jack Brock, a GAO director.

At a minimum, these attacks are a multi-million-dollar nuisance to the Pentagon. At worst, they are a serious threat to national security. Defence Department computers containing non-classified but sensitive data are attacked about 250,000 times a year, according to the Defense Information Systems Agency, a Pentagon computer security force which has opened a "continuity-of-operations" centre in Slidell, Louisiana.

Another military unit, the Automated Systems Security Incident Support Team, is the Pentagon's emergency team dedicated to responding to attacks on the US military's panoply of computer systems. In one 18-month period the unit received 25,000 calls for help and isolated thousands of hacker programmes, known as 'critters', which are then saved for future research.

In the wake of the Gulf War, doomsday scenarios such as panic on the world's stockmarkets as share prices inexplicably plummet, or a run on commercial banks after customers' accounts are plundered electronically by mercenary 'hackers', are being taken much more seriously. A number of high-level studies including one by the

Washington-based Rand Corporation which conducted a number of cyber-terrorism exercises on behalf of the Secretary of Defense, have also been completed. A report summarising its findings, called *A Strategic Information Warfare: A New Face of War*, concluded that "the features and likely consequences of strategic information warfare point to basic conclusion: key national military strategic assumptions are obsolete and inadequate for confronting the threat posed by strategic information warfare."

Such warnings have prompted all three wings of the US military to set up 'infowar' offices, staffed by graduates from the National Defense University in Washington, who have been trained in everything from defending against computer attacks to using virtual reality in planning battle manoeuvres.

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Intelligence agencies in the US and elsewhere have also begun "dabbling in hacker warfare." According to a cover-story in *Time* magazine, published 18 months ago, the National Security Agency and top-secret units in the three armed services have been researching ways to infect enemy computer systems with

virulent strains of viruses.

Another type of computer pro-

gramme called a 'logic bomb' can

remain dormant in an enemy

system until a predetermined

time and then wake up and

begin destroying data. There

have been reports that the US

Central Intelligence Agency also

ran a clandestine scheme known

as 'chipping' under which booby-

trapped computer chips were

directed towards weapon

systems destined for potentially

hostile countries.

But some infowar weaponry is

even more exotic. For example,

the Los Alamos National Labora-

tory in New Mexico developed a

surface-sized device which gen-

erates a high-powered electro-

magnetic pulse. Positioned out-

side a central bank or a

communications centre, the de-

vice can literally burn out all

the electronic components in a

building.

As author Winn Schwartau

notes in his book *Information*

*Warfare: Chaos on the Electronic Superhighway*: "Information

warfare is an electronic conflict

in which information is a strate-

gic asset worthy of conquest or

destruction. Computers and

other communications and infor-

mation systems become attrac-

tive first-strike targets."

### CASE STUDY: Shifting from defence to commercial markets

## Bold move by Rockwell

The giant US defence company is achieving a remarkable transition

**W**hen it comes to the subject of beating swords into ploughshares, US-based Rockwell International provides one of the best and most visible success stories and shows that it is possible for a giant defence company to move from the cosy world of government defence contracts to the very competitive marketplace of the commercial sector.

Last August, Rockwell completed its strategy of transforming itself into a commercial company by selling its aerospace and defence business units to

Boeing for about \$3.2bn. The company – which was famous for the creation of the B-1 bomber, experimental aircraft, propulsion systems for Atlas and Delta rockets – would, instead, now make its way in commercial markets and build on its reputation as the leading supplier of communications chips, and providing products for the automotive industry.

Rockwell's success in making the transition from its huge reliance on government contracts that involved leisurely multi-year deals with safeguards for ensuring

profitability, to the unpredictability of commercial markets, is a stunning achievement. Many managers like to talk about "the major paradigm shifts" that must be understood and adapted in making money in fast-changing worldwide markets.

But for a company like Rockwell, which understood the world of government contracts and the fundamentally different economics of that market, to successfully move to the very different demands of commercial markets, represents a paradigm shift of a magnitude much greater than that faced by most large businesses.

Rockwell's Semiconductor

division, represents one of the company's fastest growing product lines: its focus on communications chips, especially computer modem chip sets, has made it into the leading supplier of modem chips to the majority of modern users. Last year, Rockwell also acquired Brooktree and its technology for producing chips that support modern communications of as high as 1.5 megabits per second, opening a way for even faster Internet connections.

Modem users

represent one of the company's fastest growing product lines: its focus on communications chips, especially computer modem chip sets, has made it into the leading supplier of modem chips to the majority of

modern manufacturers. Modems are expected to become a \$5bn market this year, and Rockwell is leading the way with fast 36 kilobit per second modem chips that will help speed up Internet access for millions of

data management systems and video conferencing to help guide its business strategy.

Rockwell's transition has been rewarded by steady growth, but it has meant it has had to make some very tough decisions along the way, dropping unprofitable parts of its business and making the necessary investments in profitable parts of its business, such as its Rockwell Automation division which makes motion and drives for factory process lines.

Furthermore, as the US Defense Department moves more toward relying on adapting commercial products, Rockwell can still be a supplier of key technologies to the government, but with the added benefit of refining its technology through the competitive markets of the commercial sector.

### FT Review of Information Technology

The FT-IT Review is published on the first Wednesday of the month, except in August. In addition, a weekly FT-IT news and feature page is published on each of the other Wednesdays of the month.

FT-IT Review, editorial controller: Mike Wilshire. E-mail: [Mike.Wilshire@FT.com](mailto:Mike.Wilshire@FT.com)

Writers in this issue, volume three, number four: Paul Taylor, IT Correspondent; Geoffrey Naim, Tom Foresman, Michael Dempsey, Bernard Gray, Geoffrey Wheelwright, Philip Manchester, John Kavanaugh, George Black, Rod Newing.

Illustrations: Joe Cummings (cover) and Mark Thomas. Picture research: Patricia Lee and Matthew Glynn.

The next issue, May 7, 1997:

Main focus: Mobile computing

Software at work; Managing information.

New directions: Virtual reality.

The June 4 issue:

Main focus: Enterprise-wide computing.

New directions: Smartcard applications.

Special section: IT and venture capital.

Magazine: Doing Business On-line – focus on financial applications.

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### The Open Group clarifies its role

*Letter from Mr Simon Lofthouse of The Open Group:*

Sir, The article about the future of Unix and Microsoft Windows NT in the March issue of the FT-IT Review was certainly one of the better pieces of coverage on this subject, but I would like to clarify the position of The Open Group.

Referring to The Open Group as "representing the Unix camp" is a little misleading as it implies that we recommend Unix over other products.

The Open Group does not promote one product over another. We can comment on technologies in respect to our definition of an open system, but it is the user community that decides on the success or failure of a product, not us.

With over 300 members, many of which use both NT and Unix, we understand the need for our activity to remain relevant to the industry as a whole, which includes both operating systems.

Yes, a lot of our sponsors have successful Unix operations, but many of them, such as Digital Equipment Corporation, also support NT. Microsoft has also been a member for some time and we have worked closely with the company on a number of occasions.

Simon Lofthouse, Corporate Communications, Europe, The Open Group, Aper Plaza, Fortbury Road, Reading RG1 1AZ; e-mail: [s.lofthouse@opengroup.org](mailto:s.lofthouse@opengroup.org); Tel: +44 (0)18 950 8311 Ext 2247; fax: +44 (0)18 950 0110; <http://www.opengroup.org>

The battle to cut costs means squeezing value out of every single contract. Graham Peterson, assistant director of technical information security at the Defence Ministry in London, says Cots is provoking a sea change in military systems – "if we can get good security within Cots; then the knock-on effect could be enormous. Getting rid of bespoke systems could create huge cost savings".

The MoD has not quite arrived at these savings. But Peterson thinks it is heading in the right direction, courtesy of the Security in Open Systems Technical Demonstration Programme, known as TDP. Funded on a half-and-half basis by the MoD and a consortium of IT suppliers including Microsoft, Novell, Digital and EDS, this has resulted in a series of seminars proving that commercial systems can broadcast messages to the MoD's own security standards.

The technical standard at work here is called Public Key Encryption. It involves two software programmes: one, the public key, encodes the outgoing message; and a second, user-confidential key, translates it for the recipient. For the MoD, this is a departure from received wisdom. Abbey Wood, a purpose-built £25m development outside Bristol, housing the MoD Procurement Executive, is home to TDP project manager Jim Alyson. He describes the traditional 'Cots' doctrine of IT procurement as "a massive bias towards bespoke IT developments and the exclusion of cheaper and more popular commercial systems.

With the emergence of the commercial off-the-shelf ('Cots') doctrine of IT procurement, the MoD has had to rethink its attitude to security. The MoD had to rethink its attitude to security.

Keeping defence projects within the department's £21.7bn annual budget means squeezing value out of every single contract. Graham Peterson, assistant director of technical information security at the Defence Ministry in London, says Cots is provoking a sea change in military systems – "if we can get good security within Cots; then the knock-on effect could be enormous. Getting rid of bespoke systems could create huge cost savings".

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## IT in defence

FT - IT 3

## BATTLEFIELD DIGITAL How sensors help create a cybernetic battleground

**Field commanders use IT systems to gather data which can then be fused into a single clear picture**

**S**ome are calling it a "Revolution in Military Affairs," which, so its advocates claim, will sweep away the fog of war. Others, more prosaically, refer to "battlefield digitisation" as the coming thing.

Whatever its title, there is no doubt that information technology is having a profound effect on the way generals think about warfare. Yet in a reversal of the trend since the second world war, the upheaval in military doctrine comes not from technologies developed by armed forces, but from the phenomenal pace of civilian computing power.

The vision of people such as Admiral William Owens, who retired last year from the board of the US Joint Chiefs of Staff, is that IT will take data from a wide range of sensors around the battlefield and fuse it into a single clear picture which a commander can use to direct the fight.

Some of that information

is being gathered by the turn of the century.

That technology so impressed President Mitterrand of France during the Gulf War, that he immediately ordered a crash programme to duplicate the US capabilities. Aerospace has now launched its first Helios satellite, and wants to co-operate with Daimler-Benz Aerospace on a second Helios II-Helios joint infrared and radar satellite programme.

Other spires are also at work. Rumours continue to circulate about an Aurora spyplane, built by the US, said to be capable of 3,500 mph, which would act as the successor to the Lockheed U-2 and SR-71 "Blackbird" spires in the sky. The Pentagon firmly denies that Aurora exists, but even if it does not, the U-2 and other reconnaissance aircraft provide a more detailed picture to back up the views from space.

Closer to the battlefield, the long-standing Boeing Awacs E-3 "Sentry" aircraft adds an indispensable air traffic control and air battle manager, one which

has been proved in combat during the Gulf war. These Sentrys, with their distinctive mushroom-shaped radar domes, will be helped further when real-time data between all fighter aircraft, giving every allied pilot a full picture of the battle for the first time.

Newer technologies will also help the ground commander assemble a similar picture. Northrop Grumman of the US is now delivering the E-8 "J-Stars" Joint Surveillance Target Attack Radar aircraft to the Pentagon, and is hoping to persuade the European Nato allies to buy a fleet of the aircraft similar to the Nato Avocet jets.

J-Stars can monitor the movements of tanks or armoured personnel carriers from 200km behind the front line, and was originally designed to manage a Europe-wide land battle. But it can also be used to build up a radar picture of the location of forces, and has been used in Bosnia to track violations of the Dayton peace agreement.

On the battlefield itself a wide range of pilotless drone aircraft with radar or video cameras are being developed to spot mobile enemy units. Systems such as the Lockheed Martin "Longbow" radar being fitted to US and UK McDonnell Douglas Apache helicopters will "paint" the entire battlefield in a few seconds, fixing the position of all armoured vehicles.

Weapons are also being developed to make use of this data. Once the enemy is located, speed is of the essence, so that the target can be destroyed before it has a chance to move. The Pentagon last year granted Boeing a contract worth over \$1bn to develop an airborne laser, which could



Helping to keep the peace: an airborne technician uses the J-STARS radar surveillance system to monitor the movements of tanks or armoured personnel carriers. The system has been used extensively in Bosnia to track violations of the Dayton peace agreement.

instantly destroy missiles hundreds of miles away.

It is also being applied to

ever more accurate cruise missiles, so that fixed points such as command bunkers or communications sites can be destroyed. What seemed remarkable in the Gulf War is now becoming commonplace and relatively cheap.

But the trickiest part of battlefield digitisation lies

between these two tasks of

acquiring targets and

dispatching weapons to destroy them. Data fusion is the trendy name given to the processing problem of bringing together all the different sources of data and integrating them into a coherent picture of the battle.

Companies such as GEC

Marconi, BAe-Sema, Siemens Plessey in the UK, and Lockheed Martin and EDS in the US, as well as a host of others, are queuing up to take on the challenge. Yet with many of the sources of information providing different types of data and protocols, the task of fusing the data in battle conditions is fearfully difficult.

Three examples from the UK demonstrate some of the pitfalls. The Bowman battlefield radio programme was originally designed as a straightforward network using commercial equipment for use by the British Army, and pitched a team from ITT

industries against a consortium of Siemens Plessey and Racal Electronics.

However, as the possibilities for battlefield digitisation started to emerge, the Defence Ministry kept increasing the specifications it wanted from the system, with the result that the pro-

gramme has been repeatedly delayed and costs have soared. In part, this is understandable in an area of rapidly moving technology, it does not make sense to crystallise to early a system which will be in service for a generation.

The command and control system of Britain's Type-23 frigates has also come in for repeated criticism because of the difficulty it has had in integrating all of the data from the ships' sensors and operating the weapons at the same time. The difficulties have now been largely fixed,

but the task of integrating millions of lines of computer code from many sources remains formidable.

In the US, the Pentagon is toying with the overall idea of a "system of systems" integrated command. But early trials with part of the

equipment, pitting soldiers from "Force XXI" with hi-tech data links against conventional troops, have been disappointing. Each soldier ended up carrying an extra 40lb of computer hardware, with little to show for his pains. Such technical problems will eventually be cracked, though it is likely to take longer and cost more than enthusiasts such as Admiral Owens would believe.

Whether it will really blow away the fog of war is a different question. Enemies are likely to develop defensive responses, including false signals, jamming, electronic warfare and information sabotage.

There is also the ever-present threat from code-breakers. The Pentagon seems happy that its encryption methods are way ahead of cracking methods, yet Pentagon computers are regularly penetrated (see report on *cyber warfare, facing page*). Transmitting the entire allied information base on a radio web would be highly risky unless the links really are secure.

As with other developments, the grandiose Revolution in Military Affairs seems unlikely to eliminate the fog of war. Instead, the uncertainty, fear and mistakes are likely to drift into the cybernetic battlefield.



Gaining battlefield dominance: the Boeing E-3 Sentry, which is a Surveillance Target Attack Radar System, is used to collect and analyse intelligence on the battlefield.

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4 FT - IT

DEFENCE AND THE MILLENNIUM BOMB BY STEPHEN COOPER

## Leaving nothing to chance

Military chiefs order checks on weapon systems with embedded chips which may not recognise the year 2000 date change

**M**ilitary experts on both sides of the Atlantic are trying to face down what could be the most serious peace-time threat to the effectiveness and reliability of their operations since the end of the cold war: the so-called computer "millennium bomb" problem.

At its most simple, it is merely a glitch in the way dates are recorded that prevents computers from differentiating the year 2000 from the year 1900, because most older computer systems were only programmed with a two-digit date-field to serve them until the end of the century. But computers with two-digit date fields are everywhere in both British and American military hardware – including “embedded” computers that are part of missile systems.

According to Robin Guenier, executive director of the UK government's Taskforce 2000 group, senior military officials are con-

cerned about what will happen to missile systems that have embedded chips in them designed to maintain and record information about when the missiles have last been serviced. Some of these missiles are apparently designed to completely shut down when they have not been serviced for a specified period.

Guenier says he has been told in discussions with military officials that when the Year 2000 rolls around, these systems will record their current date as January 1, 1900 and therefore the calculated date since last service will be decades – causing the systems to instantly shut down.

The problem with embedded chips was probably the bigger part of their problem – and logic chips are embedded all over the place,” he says. “Many are old, the manufacturers don't exist any more – therefore finding and fixing them can't be done in an automated fashion. It is a big,

important and disturbing job.”

American officials are even more blunt: Guenier says that at a Washington conference, he was told that “if [Iraq's dictator] Saddam Hussein wanted to launch an attack on the US, the first day of year 2000 would be the time to do it.”

Needless to say, the problem has been very much on the minds of US government officials and the US Department of Defense (DoD), which has held a series of meetings with the US House of Representatives Subcommittee on Government Management, Information and Technology. The latest meeting was held last month when the DoD reported that its plan for handling the crisis were “on track”.

Still, in reports dating back to last year, the Defense Department has admitted that embedded chips in their weapons systems do represent a unique problem. Many year 2000 products do not work with the older languages. As a result, the department will be required to re-allocate resources to solve the problem manually or to develop

“in-house” automated support tools.

The DoD has a number of embedded weapons systems that contain computer chips. “Usually, the DoD is the sole customer of such chips,” the department explained in a briefing to the committee last year. “The solutions to the year 2000 problem may require replacement of the old chips with new chips. New production lines for new, year 2000-compliant chips may be required. This could take significant time and be very costly.”

Meanwhile, the Congressional Research Service Report on the Year 2000 issue prepared for US military agencies last year, highlights the unique concerns of the DoD that set it apart from other Federal agencies.

“Hardware changes must be made in some weapons systems whose clocks store data using two-digit codes,” explained the report. “Computer chips that store dates in ‘firmware’ may have to be replaced on missiles and other weapon components.”

Some of those chips, however, may no longer be in production.



Armed and dangerous? Maybe not – if missile clock systems do not know what day it is

In addition, the DoD has many unique computer languages for which software analysis tools are not commercially available. Given the limited time and resources, the DoD is focusing on correcting its mission critical systems, and may use temporary fixes for other systems.”

Finally, statements made by US Assistant Secretary of Defense Emmett Paige, Jr, to the House of Representative committee last year, further underline

the military's concern about this issue: “Inaction is simply unacceptable; co-ordinated and collaborative action is imperative. We have taken action to address the Year 2000 issue, and we will continue to take action,” he pledged.

“We are placing particular emphasis on our weapons systems and on systems related to safety. Fortunately, weapons systems are, for the most part, much less date-intensive than business information

systems, so there are fewer Year 2000 ‘fixes’ which need to be made in them.”

“Nevertheless, we still have to check all weapon systems for the Year 2000 problem. When we are dealing with weapons and their delivery systems, we must leave nothing to chance.”

Systems security and the year 2000 date problem: plus interview with leading authority, Peter de Jager; see page 5-7

INNOVATION • By Michael Dempsey

## How defence cuts trigger new software business

IT administration systems help to boost efficiency amid severe cash constraints

**T**he presence of computer power in expensive military equipment, that takes up so much of defence budgets, is taken for granted. The information processing element of fighter aircraft, known broadly as avionics, can now account for up to 50 per cent of the development costs of a new type.

Overall defence spending has come under pressure since the end of the Cold War, but this has not dented revenues for the defence divisions of software companies. Anthony Cole, defence director at the UK systems house, Logica, has seen UK revenue from the sector rise by 50 per cent over the past three years. In its last six months Logica has turned over £12.4m in defence, 8 per cent of its total revenue for the period.

“At a time when there's pressure on defence budgets, IT is needed more than ever,” Cole explains. Military IT spending on administration systems can deliver much-needed efficiency and reduce the number of personnel tied down at the “blunt end” of the military machine, he says.

For front line forces, the constant reduction in assets available is driving orders for companies such as Logica – “It's a fact of life that we can afford less and less aircraft, tanks and ships. Clever technology can help us achieve results without extra military platforms,” says Cole.

Software contributes significantly to the speed at which military information is disseminated and inter-

preted. Neural networks, a school of software that involves interconnected pieces of software analysing information within pre-defined rules, were a key component of a joint project between Logica and the Defence Research Agency's Advanced Image Processing Terminal.

The idea behind the AIPIT was to allow neural networking software to search through thousands of images taken by a reconnaissance camera and identify “the pictures that matter” by associating them with recognised patterns.

This process is made possible by algorithms, written by Logica programmers, that enhance the visual images in the first place. AIPIT was thrust into the front-line during the Gulf War, when the Royal Air Force used it to analyse film of target areas taken by Tornado aircraft.

The application of neural networks to defence problems reflects a long journey undertaken by software houses trying to exploit the elusive realm known variously as artificial intelligence or expert systems.

Exploiting this esoteric area has presented many problems, but the defence community seems to have found its way past them. In the US Nasa's Ames research facility has turned to neural networks to help battle-damaged fighter aircraft make it back to base.

The \$3m Smart Aircraft project is taking to the air in a specially-modified F-15 fighter. Joe Totah, an aerospace engineer at Nasa Ames, explains that the Intelligent Flight Control Program “observes patterns in the real world and then learns to carry out different tasks”.

The idea is that the IFCS will send to signals to the jet's control surfaces, based

on sensor data that tells it how conditions vary from what would normally be expected.

IFCS will take a long time to find its way into production aircraft, but future generations of US fighters could rely on it to stay aloft despite severe damage.

Reliance on commercial software products fits in with a DoD-approved procurement philosophy of “commercial off-the-shelf, or COTS products, (see also computer security report, page two of this Review).

The Royal Navy's most sensitive warships, the Trident missile-carrying Vanguard submarines, are getting a whole new suite of sonar with associated command and control system courtesy of BAe Sema, a 1,600-strong software house.

BAe Sema uses software from French company Ilog to model the graphics that allow naval personnel to interpret and react to complex computer displays while operating under the stress of warfare.

Ilog cuts back on development time by employing pre-written chunks of code that generate the desired graphical interface.

Desmond DeLandro, technical director at Ilog in the UK, points out that warship design has changed dramatically in the past two decades: “You have no choice – you must use IT to put a warship together today because they are four or five times as complex as they were 20 years ago. We now have more sonars, you have to analyse threats a lot quicker and you have less people to do it with.”

The entire BAe Sema program for the 18-strong British submarine fleet is billed at \$45m. Pressures on defence spending will continue, but ironically that should guarantee business for any software house that knows how to boost productivity in the military machine.

Excess use of the thrusters interferes with sonar signals, so an effective autopilot can make a huge difference in the hunt for sophisticated mines built to lie on the seabed and then fire torpedoes in response to the distinctive sonar signature of target ships.

Henry Robinson, a former Vosper employee who now works with the company as director of an independent consultancy, H Scientific, says Matiah allowed him to devise a very specific neural

network. “It's a classic example of looking for patterns and making associations: in this case, saying ‘this is what the wind and tide does, so this is what the ship will do’.”

Flight simulators continue to represent the biggest share of the \$1bn worldwide market for military simulation systems, according to US analysts, Frost & Sullivan.

Vehicle and weapons simulators have carved out small niches, but the fastest growing area is mission simulation, including networked simulator systems. These allow war games to be played simultaneously by players in different locations and so simulate battles and wars. By networking together systems representing tanks, weapons and aircraft, armed forces hope to achieve the closest thing possible to real warfare.

The ‘virtual battlefield’ and simulation offer many advantages over physical war games

**Nato approves the purchase of off-the-shelf software products**

of minesweeping, where a vessel needs to hover over a fixed point and then move slowly and methodically over the seabed without interference from tidal patterns.

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## New directions

WEB SECURITY • By Philip Manchester

The growth of commerce on the Internet and the World Wide Web emphasises the importance of an internationally agreed approach to security.

The consultancy Price Waterhouse estimate that \$500m worth of goods and services were sold over the Web in 1995. While only a fraction of the total value of credit card sales of about \$500bn, it is a significant and growing part of the business world.

The trend is expected to accelerate; the US market analysts, Forrester Research, forecasts that the number of business users on the Web will be 14m by the year 2000. Home use is expected to grow even faster, with 32m users by the same date.

A large part of the increased traffic on the Web will involve financial transactions. The economics are irresistible: CSC Index Research notes in its 1996 report, *Rewriting the Enterprise for the New Information Marketplace*, that the Internet has the potential to cut the cost of doing business dramatically. Peter Hill, international director at CSC, observes: "We have calculated that in the US the cost of a typical transaction over a home shopping television channel is \$3 to \$4, whereas electronic shopping costs over the Internet can be as low as 15 to 20 cents."

But this advance can only happen in a secure networking environment: "There are a lot of solutions for improving security – but they are all different and they do not inter-operate with each other," says Dr Michael Waldner, manager IBM's Zurich-based network research group.

Dr Waldner is the technology leader on the Secure Electronic Marketplace for Europe (SEMPRE) project which aims to harmonise approaches to security across Europe. Sponsored by the European Union (EU), the project began in September 1995 and is expected to be completed by September 1998.

"We wanted to make a framework where we can integrate all of the different security models and get them to work together," says Dr Waldner. "We have cre-

## Complex barriers to electronic commerce

While technical solutions abound for solving security problems on the Internet, there are still difficult political hurdles to be cleared

creates a secure channel for internationally-based electronic commerce," explains Dr Paul Dorey, director of group operational risk at Barclays Bank.

Barclays is involved in the project as part of the Business Advisory Council and is keen to see an international agreement on security will open the door to international electronic commerce. "From a technical point of view, security is not a problem. The problem lies in harmonising contract law between different countries".

The Organisation for Economic Co-operation and Development (OECD) is also pushing forward with plans for international standards for security in electronic commerce. A set of recommendations is expected to be published later this month.

"The plan is to come up with internationally-agreed regulation for cryptography. We need to get it fixed down now because lack of agreement is acting as an inhibi-

## Directions in Systems Security

Here and on the next two pages, FT writers look at five key issues, including the Year 2000 date problem.

ated a layered model, based on business documents where you can make parts of a document operate at different levels of security".

The first phase of the project aims to create a secure environment for electronic shopping. The priority is to



Place your orders: electronic shopping over the Internet has great potential – there could be 32m home users on the Internet by the year 2000, claim analysts. In the US, the cost of typical transactions via the Net are far cheaper than transactions via home shopping television channels

much the same way that its Data Protection regulations led to national Data Protection Acts. Although full details of the recommendations will not be made public until later this month, Dr Dorey says that they will be

based on the idea of a "trusted third party" to authenticate financial transactions – "it is not only the security of the actual transaction that is important. We need mechanisms to ensure that someone is who they

claim to be and they have the authority to carry out a transaction. The trusted third party will, in effect, vouch for the parties in a transaction."

This process ensures "non-repudiation" of transaction,

thus making it a legally-binding contract. Dr Dorey says that "trusted third parties" will be responsible for auditing electronic systems and procedures to ensure they meet the standard.

"This is a new dimension for security of electronic systems. It has to be at the same level as running a cash dispenser where you might be required to stand up in a court of law and state that a transaction was authenticated."

Further international efforts towards harmonisation of security procedures are also being sponsored by the International Chamber of Commerce (ICC).

Project E10, scheduled for completion in April 1998, aims to produce a standard for Uniform International Authentication and Certification Practices (UIACP).

The ICC has published a paper "to stimulate discussion", but as Dr Dorey points out, many of the barriers to international agreement on security have little to do with the technology: "Many of the barriers are political, social and managerial – and they are likely to be much more difficult to resolve."

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siz. In December, a new PC board designed for the military aviation market will be available. It features a 32-bit RISC processor, a 16-bit graphics adapter, a 16-bit sound card, and a 16-bit SCSI interface. The board is designed to support the latest version of Microsoft Windows 95. It also includes a 16-bit serial port and a 16-bit parallel port.

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## 6 FT - IT

Password problems • By George Black

## Computer systems are becoming harder to crack

**Access control**  
systems should become easier to use and more secure within the next couple of years

**T**here are two big security problems which have troubled many information technology directors are how to effectively authenticate the identity of users and how to reduce the number of password systems in use.

Both of these difficulties could soon be overcome, at least in part, by technological advances.

Most password systems today do not stringently check the identity of the person applying for access — "in fact, the systems in common use are most insecure," says Mr John Holland, a director of software company Axent Technologies, which supplies security solutions.

These problems are caused by technical weaknesses of the systems installed and by flaws in the way they are implemented. Many systems do not encrypt the password during the request for access and are thus exposed to interception.

If passwords are hard to remember, people write them on pieces of paper and stick them to their personal computer, for anyone to see. The more passwords people have to remember, the more likely they are to do this.

However, if passwords are too easy to remember, then they are probably easy for anyone to guess. Access is made easier for the intruder because people do not change their passwords as often as they should, so their security value diminishes.

Passwords used by people who have left the organisation are not changed as quickly as they should be — particularly if the employee left in dispute. The increased use of contractors also adds to the complications.

System manager and maintenance engineer passwords are not properly guarded and are often used by people who should not be allowed to do so. Sometimes, not realising the power they have been given, they use it to dire effect.

Up to now, only a few

organisations to which security is paramount, such as banks, have thought it worthwhile to invest in developing strong authentication systems. The rest have got by with rudimentary security which in many cases has obstructed bona fide users without doing much to keep out unauthorised ones.

However, these problems could soon be overcome in several ways. Card tokens which use a one-time password principle have been used successfully for remote access to corporate systems and could find their way into wider use by office-based staff.

Each access demands a different password which the card can generate on each occasion. This should remove the risk that a password could be re-used to gain illegal access. One-time passwords are expected to become much more prevalent.

The use of personal identification numbers (PINs),

### High costs still rule out the wide use of biometric systems

generated randomly by card tokens, is replacing passwords in some companies.

The main concern that companies have with adopting such new technology is the high cost, both for the equipment and for its management.

Tokens at present cost around \$50 each, but that price should drop quite rapidly. Experts say that token cards may soon start to be replaced by smart cards.

In two to three years, PINs could be held on smart cards at a cost of less than \$10 each, predicts Mr Jeff Carr, managing director of access systems supplier CKS.

However, Ms Helen Flynn, an analyst at the Gartner Group, doubts whether employers will want system password information to be stored on the same smart card which employees use for personal matters.

Getting applications owners to co-operate over sharing smart cards to keep costs down could therefore be a barrier to widespread adoption.

High cost is one of the factors, which at present rules out biometric identification systems — such as fingerprint or retina scanners — for most users. Also it is doubtful whether people would accept the intrusiveness of such systems.

But systems designers have not given up on the idea of developing biometric technology which would be both cheap enough and discrete enough to win over the market.

A system which immediately recognises a face or a voice and so did not require a password or PIN, could surely be a winner.

The other big security problem for IT managers is the need for users to sign on separately to several different systems.

An organisation which has computers with several operating systems may have different passwords for each and for different applications.

The recent spread of Microsoft's Windows NT has increased the number.

Users sometimes have as many as 50 passwords,

according to a Butler Group study.

There have been many failed attempts to develop single-sign-on systems, but products of this type are starting to come on the market.

An important question is whether they can be applied across an entire organisation, as many users would like, but Ms Flynn thinks not. "You won't get one product that can handle all the access control requirements enterprise-wide, although we have seen some success at reducing the number of password systems in use over the past six months."

Axent's Mr Holland agrees: "An enterprise-wide solution would be an enormous task," he says. "The chances of getting everyone in the organisation to support such an effort are small. It is not realistic to attempt it."

It could take a huge effort just to work out an agreement on which systems each one of many thousands of employees should be allowed to access; deciding who should pay for the controls would be another obstacle. Meanwhile, Mr Holland recommends to his clients that they tackle the issue on a departmental basis.

"In less than a day, they will convince themselves. But what is frustrating after six years is that people are so far in denial" that they refuse point blank to do the task."

In the early days of computing, programmers ignored the last two digits in the year in order to save storage costs. This habit has become entrenched, despite the arrival of cheap storage.

The problem this would cause has never been a secret. Seminars on the issues of the day ignored it, but when we went down to the bottom, we would have a grand old time laughing about the Year 2000 problem," recalls Mr de Jager.

"People would say things like 'It isn't my problem, or I won't be with this company then' and 'I'll have to replace them.' Others would say 'We will have replaced the software by then,' which is the biggest myth in the industry."

In 1991, Mr de Jager started speaking out about the problem — "I started to become an annoyance to the industry and I wouldn't go away," he says, adding that he is "not going to go away until we get this problem solved".

Mr de Jager believes he

INTERVIEW • Rod N.

## Systems security / countdown to the year 2000

The world lacks 'the management will' to tackle the year 2000 computer date problem, says Peter de Jager, a leading authority on the so-called 'millennium bomb' that could potentially cripple many businesses

**A**t least one per cent of established businesses may go bankrupt because of the inability of their computer systems to span the change into the next century — "this will cause a ripple effect through the supply chain and cause a mild recession, putting a huge number of people out of work."

This is the "best-case scenario" painted by Mr Peter de Jager, the internationally-recognised speaker and consultant who, for six years, has been warning the business world and information systems community of impending problems.

With just 99 days to go before the 20th century ends, analysts have estimated that the cost of defusing the so-called 'millennium bomb' could be \$60bn, absorbing up to 50 per cent of the world's total IT budget from now till the millennium, (see also an FT-IT 'new year special report on key issues in IT, published January 9, 1997).

More than 90 per cent of all computer applications in the world are "incapable of handling the date change because they only record the second two digits of the year," says Mr de Jager.

"When '00 enters a two-digit year-field, it causes problems. There is really no debate because it is so easy to demonstrate. The only debate is how difficult it is to fix it."

Examples abound of problems to come. Unum Life Assurance in the US had a business rule that if a policy was not touched for five years, it was removed from the system. In order to do this, the computer system added five years to the date it was last used and compared the result to the current year, deleting the policy if it was less.

In 1995, 95 plus 5 is 00, which is less than 95, so current policies were deleted — "the program deleted more than 2,000 policies before someone noticed that the income of the organisation was beginning to dry up," says Mr de Jager. "This is the type of problem we can expect."

Mr de Jager does not ask people to simply believe what he is telling them, but to check their own systems: "anywhere you see a two-digit year, type in 00, and watch what happens," he says.

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Mr de Jager believes he

didn't start early enough in explaining the issues, although he was premature in terms of the willingness of the industry to accept the message. However, a company that started in 1991 would be in a better position today. Kaiser Permanente in US had started early and, as far as he knows, is still working on it.

The US Inland Revenue Service is spending \$12m to solve the problem and Northwest bank has just allocated \$100 million, he says. Mr de Jager estimates that 30 per cent of businesses in the US are "active" about the problem, but the concern is with the 90 per cent of businesses outside the US that continue to ignore this issue... they have their heads stuck in the sand," he says. "Consultants are out there, banging on doors, but they are getting turned away."

What proves it is compatible is if your system has got both 99 and 00 data," he says. "You must be able to go back and forth over the millennium cusp with a business-like process."

The Millennium Bomb problem was totally avoidable, he says. Every new system could have used four-digit years, as should extensions to existing systems. Organisations could have their existing programmes continually working on this problem.

It is cheaper to do something at a leisurely pace, not in a frantic rush, with sky-rocketing salaries," says de Jager.

"There is a tremendous amount of waste when you have to run very, very quickly just to stay in the same place."

Embedded processors are an area where there is a risk



Peter de Jager: The IT profession has a lot to answer for

and some have been identified as being ill. "We have no idea how big this problem is, but it makes us very nervous because we don't like unknown risks."

Mr de Jager has final piece of advice: "Don't be a gun shy" of what this is going to cost. It is going to cost a whole truckload of money — but consider the alternative: the question is not how much will this cost to fix? The real question is: Do you want to continue doing business in the 21st century?"

"If you do, fix your problem."

So where will Mr de Jager be at midnight for the new millennium?

"If anybody wants to find me," he says, "I will be in Doolin in West Clare, the best place for music in all of Ireland."

Leaving nothing to chance: military experts examine year 2000 implications; see report, page 4

Fixing the problem — beware the Trojan Horse report, page 5

## Advice on the Year 2000 problem

Peter de Jager makes these suggestions for the business community:

Immediately communicate with the vendor of third party packages, through legal counsel to ensure that their reply is not trivial.

The abysmal percentage of on-time delivery has not been communicated to business managers. Instead, they are being told that the year 2000 problem in their organisation is under control, that it's not as big as the pundits would make out and that IT will have everything ready by the end of 1998."

Managers are often clueless about the risks and seldom seem to understand that the organisations they manage rest upon a foundation of software code that has an expiry date of December 31, 1999, at the very latest.

"There is no doubt that the IT profession has a lot to answer for. The IT manager now has to go to the board and say: 'We have been writing programs that cannot handle the year 2000.'

"The manager's first response is 'how could you be this stupid?'

"The IT people must then demonstrate that they are indeed that stupid. They must demonstrate, without a shadow of doubt, their incompetence. They must then convince management that they are the best person available to solve the problem."

The failures are not all going to happen on January 1, 2000, says Mr de Jager, who expects to see an escalating number of errors as we move closer to year 2000, with a sharp increase in 1999.

"If you are going to have a failure, you will prefer it if the system just stops," he says, "because then you can fix it and your data is intact. The worst situation is when it appears to be working perfectly."

Many businesses attempting to make their computers year-2000 compliant are "getting it wrong", he says. They know the date fields of their software need to be able to have a four-character field for dates, instead of the two-character field used on many existing systems. which assume that all dates are in the 20th century. But these companies are trying to tackle the problem by changing

what exactly they mean when they say their product is year 2000 ready and how will their definition relate to other applications. Ask what, if anything, will it cost for the upgrade.

Software applications written in-house need to be verified by the IT department. If they are found wanting, there are three choices.

You replace those applications with vendor packages, fix them or you just get rid of them because you didn't need to be running them in the first place. These decisions

Executive checklist: Twenty important do's and don'ts on the year 2000 issue appeared in the FT-IT Review on January 8, 1997.

Continued on facing page

PHOTOGRAPH BY RICHARD HARRIS

By Geoffrey Wheelwright

## Pitfalls of 'weekend testing'

The chief executive officer of a leading US computer company says he has a way to allow companies to start testing their entire computer systems to ensure they are safe for the next century — "using live, day-to-day data, without risk to the company's core business."

According to Michael C. Ruetgers, president and CEO of the \$2bn mainframe storage giant, EMC, his company's large storage systems can offer so much capacity that a corporation's entire system can be duplicated for year-2000 compliance.

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the system while they are using it — which frequently means "weekend testing" of conversions and risking many potential side-effects when they do so.

The problems inherent in weekend testing are legion. An example is the company that converted all its data to be able to handle the year 2000 and beyond, then rolled the "system clock" forward — and found all its passwords had been deleted when they came in on Monday morning.

This was due to a security system that erased old system identities and passwords which had not been used for 18 months. Thus, when the clock was rolled forward to the next millennium, the system assumed all identities and passwords were outdated.

Ruetters' solution is to use huge, high-capacity network servers to run a complete copy of the company's computer system in parallel with the existing system.

The idea is that through Comdisco's customised milennium testing services, clients can test and validate

Continued on facing page

## COMPUTER-RELATED CRIME

## Wider acceptance of security controls

Continued from previous page:

follow a subset of our policies: some companies find they have to set up procedures in the first place, so our policies benefit them. They are increasingly accepting the need.

In the past, some companies resented the fact that we wanted to audit their security controls. Today, there's more awareness of why we need this and we, too, are clearer about what we are looking for. Our auditors now make random checks at appropriate levels, depending on the sensitivity of the work."

"If they've worked for a big software company we usually know people there and can ask them informally," he adds.

Unisys has even greater unsupervised access to customer

systems as a supplier of desktop systems and network services.

## The year 2000 problem

SEEKING SOLUTIONS • By Geoffrey Wheelwright

# A big challenge for mid-tier companies

Only the largest companies can afford top-rate services in an emergency

**B**y now, the world's largest corporations have generally some idea of how they will tackle the year 2000 computer date problem.

But it is the middle tier of companies that face the biggest challenge, particularly when they must be year 2000 compliant for operations connecting with the systems run by the credit card companies, banks and other financial institutions with whom they are increasingly communicating electronically.

At least, that is the theory of Peter Preston, the UK sales manager of year 2000 software specialist, Ussoft. And he says that unlike large corporations, where much of the year 2000 compliance work is being undertaken via conversion of existing code, "the middle strata of companies must

really consider completely redeveloping their existing code-base to operate more efficiently".

Merely trying to fix the year 2000 bugs in an existing system is a costly, zero sum game that ends up costing vast amounts of money, he says. A fix only provides - at best - a system that works as well on January 1, 2000 as it did on December 31, 1999. In other words, fixing existing software does not buy any improvements to the software a company uses - it merely allows that software to survive.

For the kind of investment that a bug-fix approach requires, he says, that is simply not an acceptable return. "We have a several large to medium-sized organisations in the UK, US and Europe who are resolving the year 2000 problem via re-developing," he says. "They have tried to go the route of fixing it, but came to the conclusion that re-engineering existing solutions isn't an option - it is a waste of money."

Preston also emphasises



Peter Preston: 'There will be no second chance'

## Testing the system

From facing page:

vast amounts of information on EMC Symmetric systems while their computer systems are made fully compliant. With this latest purchase, Comdisco says that more than 15 terabytes of information are stored on EMC's mainframe and on open storage systems at Comdisco's disaster recovery and testing facilities worldwide.

"EMC provides the leading-edge storage technology that our customers need to manage any downtime or unexpected crisis," explains David Nolan, president of Comdisco disaster recovery services. "Companies need a

secure and high-performance storage area to test their most critical data while they engage in the monumental task of converting their systems to handle the effect of the year 2000 date change."

Meanwhile, EMC's Ruetgers is bullish on the demand for this approach to the problem. "The market opportunity presented by the millennium crisis is huge. Industry analysts predict that more than \$600bn will be spent worldwide on technology and services to convert computer systems. Businesses are expected to augment their existing storage capacity by 30 to 60 per cent to meet this challenge."

**H**e also suggests many companies are questioning the wisdom of keeping these older applications going - "there's a feeling abroad that the ability to predict the reaction of Cobol applications is vague at the best of times," he says.

"Yet it is a fixed deadline - and there's even a chance in the medium to large-sized companies that the best people will have already been sacked up by the extra-large companies who can afford to pay to get the people they need in an emergency."

"You will see situations where people who are trying to fix the so-called 'millennium bugs' by hiring Cobol programmers, only get three-quarters of the way through a project and run out of resources. It puts the risk profile of re-engineering much higher than it first appears to be."

Business leaders will receive an update on ways

to win competitive advantage in the networked world at this month's InterForum '97 in London.

Speakers at the one-day symposium on Monday April 14, include:

■ Bob Dies of IBM's network division and a member of IBM's worldwide management council and board of directors.

■ Andrew Boswell, ICL's group technical director and chairman of the UK Information Infrastructure Task Force.

■ Paul Maritz, Microsoft's group vice president for applications and systems.

Mr Maritz oversees the divisions contributing to Windows, the Internet and consumer productivity software, including Office

■ Joseph De Feo, president and chief executive of the Open Group; widely regarded as a world figure in IT operations. For seven years he led the IT and operations strategy for the Barclays Group.

### Venue

The symposium at the Queen Elizabeth II Conference Centre in Westminster is organised by InterForum (a not-for-profit organisation, open to both vendors and users alike), in association with the Financial Times.

The event chairman will be Peter Martin, international editor of the Financial Times. FT-TV will be covering the event.

Philip Flaxion, executive director of InterForum says

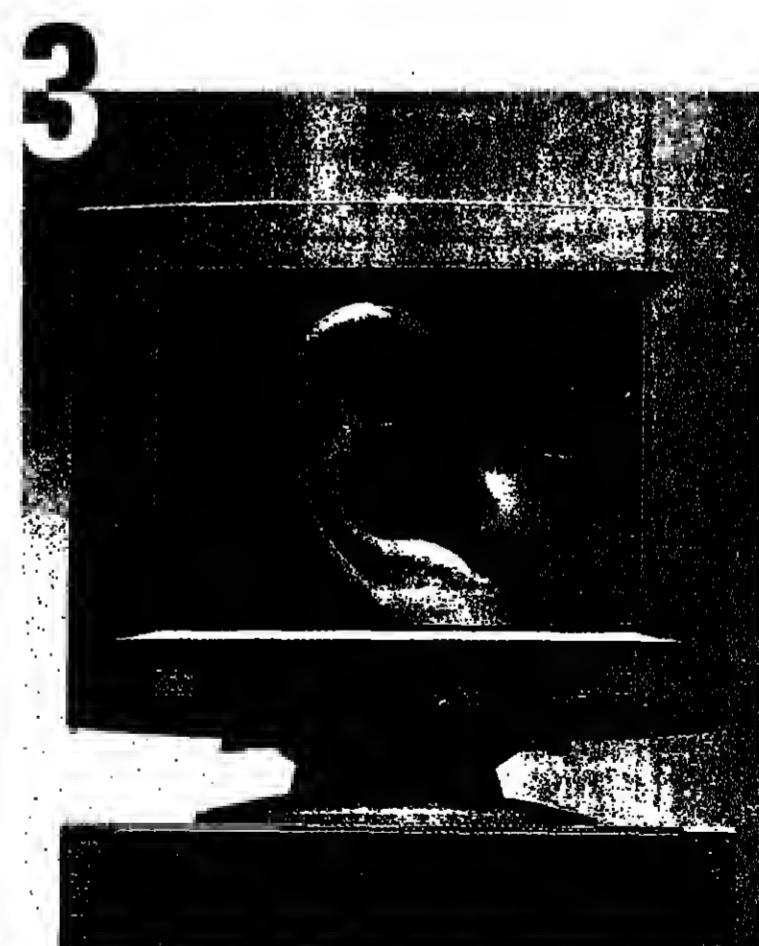
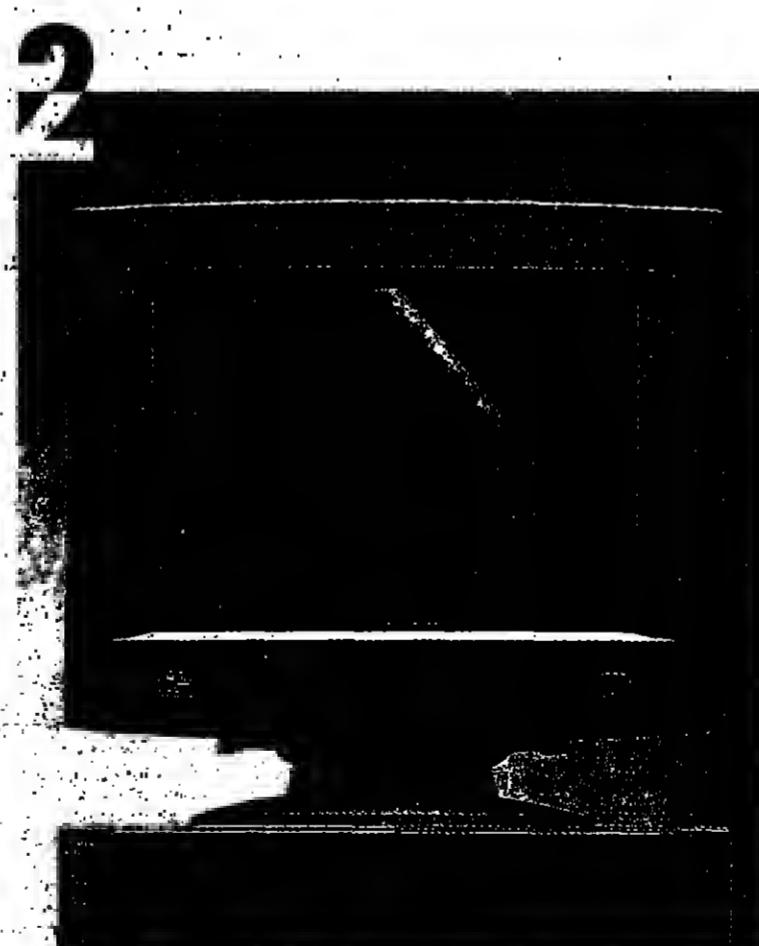
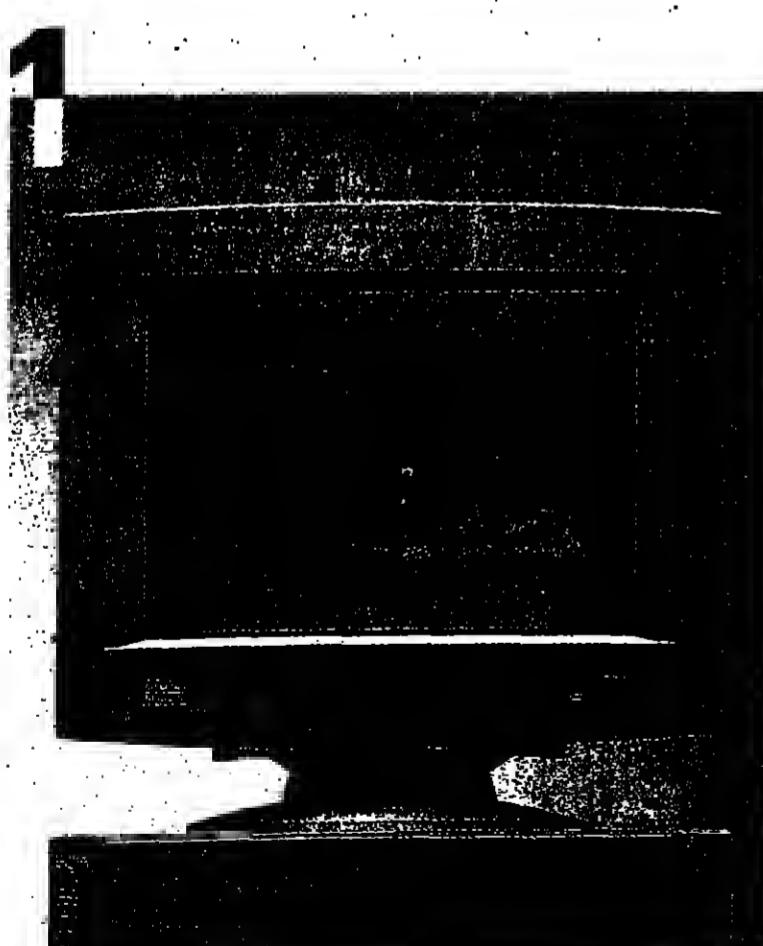
this year's "visionary symposium will build on the success of the 1996 event which attracted speakers such as Oracle's Larry Ellison and BT's Sir Peter Bonfield. InterForum is the advisory organisation that educates and supports UK plc on the business value of the networked world."

Delegates to InterForum '97 receive automatic entry to Intranet Expo '97 management seminars at London's Olympia 2 on April 15-16.

For further information on the London symposium, call InterForum in the UK on 0181 332 0446 (fax 0181 332 0448).

More details are also available on the World Wide Web address: <http://www.interforum.org>

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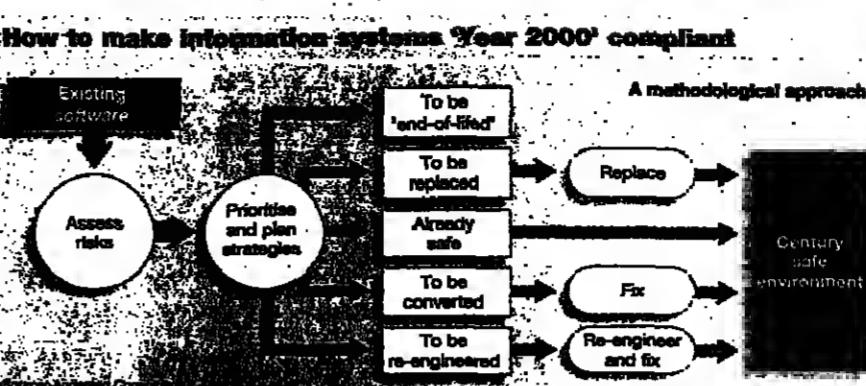
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The prestigious awards by the Open Group, sponsored by ICL and Siemens Nixdorf, in association with the FT-IT Review, will take place in Paris on June 12.

For details of the award categories, contact Marie-France Serreys, marketing co-ordinator; address on telephone +33 1 772 88 88; fax +33 1 772 8286; or e-mail: [mfserreys@open-group.org](mailto:mfserreys@open-group.org)

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COLLABORATION IN THE WORKPLACE By Nick Green

**A**s a class of software, groupware is not only dead, it should never have existed. It has effectively merged with the intranet, although the intranet world has not realised it yet.

Groupware should never have existed as a separate category of software, because all software should enable people to work together.

When Doug Englebart invented the personal computer at Stanford Research Institute in the 1960s, "he designed it to allow people to work together and share information across a network through a mainframe computer," says Professor Clive Holtham, Bull Information Systems' professor of information systems at London City University Business School - "however, IBM launched a PC and this set the industry back 20 years," he claims.

Users, frustrated at their inability to get what they

## Groupware is dead, long live the intranet

The vital concept of better communications in business is gaining new impetus from intranets, or private networks

work-centric PC groupware was as with groupware, in that everybody is doing their own thing because it is so easy to develop.

Groupware technology has been widely used to enable people to communicate, to share information, to gather information, to work together and, most importantly, to carry out business processes and execute transactions, often using unstructured data.

All of this was done, not just between people in a group, but between groups and enterprises.

In the process, a number of cultural issues were identified which had to be addressed before any benefits could accrue. Now that the corporate intranet has arrived, the IT vendors have implemented the new technology internally very much in the way that groupware was deployed and for the same purposes.

However, now that it is spreading like wildfire through the corporate world, it is getting hijacked by both users and employee communications professionals. They are turning it into a publishing medium, ignoring the more powerful uses of an intranet, which require a knowledgeable and innovative central group to co-ordinate and promote it.

Interestingly, these new enthusiasts are not aware that they are using groupware principles, yet they are identifying all the familiar cultural problems as if for the first time.

"People don't understand the power and the benefits of the intranet," says Mr Jack Mark, managing director of Unipower Systems, a consultancy specialising in groupware and intranet applications, (<http://www.unipower.co.uk>).

"The same problem arises

ing," says Mr Mel Earp, technical director at Sema, the computer services group.

"The strong groupware engines will survive through the turn of the millennium and will be stronger as a result of an improved foundation. The weak groupware engines will die and be replaced by new entrants who will attempt to redefine the concept, but will probably fail to do so, because changing the technology does not change the principles."

Lotus effectively defined the groupware market with its Lotus Notes software, which created an entire Notes industry. Lotus has completely rewritten it to utilise Internet standards and, in a controversial marketing move, renamed it Domino.

Now the "universal server" object-relational databases are becoming available, these should be used as a data store in intranet applications, including

WORKSHOPS By George Beck

## The promise of high returns

Despite managers' scepticism about new IT systems, intranets can deliver rapid cost-savings

Intranets, or private Internets, could deliver a spectacularly high return on a fairly small investment in a very short time.

This is the message which the computer industry is now trying to get over to its corporate customers. They are understandably sceptical, having heard such promises from information technology managers many times over the past 30 years and usually been disappointed.

This time, however, there are some reasons for thinking that the promises could be fulfilled.

Experts are divided on the issue. Gartner Group warns that the majority of intranet projects are likely to fail to meet the business case on which they are based.

The current fashion for the intranet "is yet another 'drains up' exercise which rips out the underlying foundations, but in no way alters the principle of efficiency through information sharing."

It urges users to be cautious and test the water before they plunge in, starting with small projects to augment rather than replace existing systems. The best case for intranets rests on the value of

simple Web publishing, it says. However, a more bullish survey by Rometec and Durlacher has found that some companies are getting 1,000 per cent returns on their investments. International Data Corporation (IDC) found even higher returns in its analysis of intranets built on Netscape software, with a payback in six to 12 weeks.

Ms Kay Wealey, an intranet specialist at financial systems vendor Hyperion Software, says Gartner is too timid: "Intranet systems can be established more cheaply and easily than Gartner says and can deliver benefit in a few weeks," she says.

For companies which already have networks, most of the cost of an intranet is in staff time to set up the system. That can often be quite a small cost as intranet projects are not typically labour-intensive.

But the benefit can be very large, as some UK users are starting to



Professor Holtham: 'Groupware had to be invented'

(<http://www.staffware.com>) applications using Java clients.

Competitive advantage comes from the quality of the collaboration between an organisation and its custom-

ers and suppliers, not the act of collaboration itself," says Jeremy Renwick, UK marketing manager for ICL's TeamWare Group.

"The winner will not be

the company that delivers

better technology, but the one that helps organisations to improve their business processes."

Mr Earp agrees: "The IT industry will one day mature to focus on the real issue, which is delivering benefit to users, rather than continually focussing on internal matters, such as which 'protocol stack' to use."

Embracing the intranet is the best thing to have happened to groupware. It has given the vital concept of working together a new impetus. At the same time, intranet developers can learn from a very large established body of knowledge on the use of groupware, especially how to change culture in order to get better business processes and generate competitive advantage.

The UK government has just completed a three-year study into collaborative working for competitive advantage. Seven groups of academics, consultants and business people evaluated more than 400 software tools. Garth Shepherd coordinated the programme and has concluded: "It isn't technology, but business purpose, which brings competitive advantage."

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**FT**  
Software at work

wanted from inflexible mainframe systems, used their PCs in stand-alone mode, utilising personal productivity tools, which never actually delivered measurable productivity gains.

Once networks had been developed, the term 'groupware' to describe software designed to let users work together and share information through computers, had to be invented to distinguish it from the damaging concept of stand-alone computing.

"In the absence of a net-

find out. Some leading companies say they are saving several hundred million pounds even in the first year of intranet usage. A substantial part of this saving is said to come from the elimination of storage, printing and distribution of documents which are made available to staff online.

Another benefit is that documents which are online are much more widely used than those which are kept on shelves, so there are improvements in productivity and efficiency as well as cost savings.

London Underground says it will get a return on its intranet investment - up to now £70,000 - in just a few months. Two regular publications giving instructions to staff which cost around £500,000 a year to publish are soon to be cut out.

"Management still cannot believe that the internet will deliver what we promised," says Mr Alec Bruty, the consultant who is running the

programme. "The only way to convince them is just to do it because they don't believe IT can ever deliver."

The number of users of the London Underground intranet is likely to increase from 1,000 to 4,500 within a few months. The return on investment should start to flow as the volume of publications is reduced.

Mr Bruty plans to add many other large documents such as the company information handbook, the group finance manual, the incident management system and the IT handbook. Not only will much more information become available to staff more easily but it should also be more up-to-date.

Users will have access to these documents, stored in HTML (HyperText Markup Language), through Microsoft's Internet

Continued on facing page

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## Why intranets are catching on

Intranets will be a \$50bn market worldwide by the end of 2000.

**O**ne of the biggest users of intranets is the Swiss Bank Corporation. In fact it has so many – around a 100 – that it has just appointed a head of intranets to co-ordinate them all.

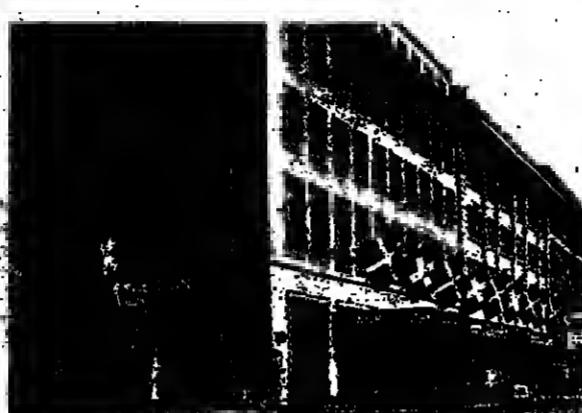
Intranets take advantage of low-cost Internet technology such as Web browsers – software for searching the Internet and viewing information – to improve internal communications.

Sometimes intranet sites are linked using the public Internet network. But the information on them can still be restricted to company employees. Sometimes sites are linked using a company's own data network.

At Swiss Bank Corporation, owner of SBC Warburg, intranets are used for:

- Corporate accounting and credit information.
- Publishing research internally, and to a select group of 50 external clients.
- Trading information.
- Ordering information technology equipment.
- IT project management.
- Informing staff of regulatory changes.

The job of Marie Afee, the company's new head of intranets, is to unify the dis-



Swiss Bank Corporation: enthusiastic about intranets

parate sites so that employees can find information easily. The sites will also be given a common look and feel. All the company's sites can be searched using the Netscape Navigator Web browser, but the company is also standardising on Lotus Domino software.

This software will sit on the server computers that store the intranet information. Domino incorporates Lotus Notes information-sharing software. So employees will be able to input information to Web sites either through Notes or through their Web browsers.

It will also be possible for SBC to set up workflow applications – which control the flow of work between users in a team.

According to Mark Robertson, managing director of Blue Curve, an internet consultancy working with SBC on the project: "SBC is using intranets because they offer a very low-cost architecture for information sharing and increase the timeliness of information."

"Previously, credit policy information was going out-of-date as soon as it hit the user's desk," he says.

There are also savings to be made from intranets. Robertson says that it is cheaper to make information available via an Intranet than it is to print it.

Airline network Sita's Intranet is also saving money for users in the aviation industry. Airlines and aerospace companies can cut costs by replacing internation leased lines with a single connection to Sita's AeroNet Intranet. This can be accessed from 500 cities in 100 countries.

The 30 or so airlines and aerospace companies belonging to it – including British Airways, KLM, Boeing, Pratt & Whitney and Rolls Royce – can use it to access digi-

tised information from manufacturers. This is faster and cheaper than getting the same information on paper or microfilm.

For example, British Airways uses AeroNet to get aircraft engineering drawings, manuals and so on, direct from a Boeing database in Seattle.

Manufacturers of airframes or engines can also save time and money by exchanging large computer-aided design/computer-aided manufacturing files with a range of suppliers over the aviation community Intranet.

Setting up a Web site for intranet use is not expen-

sive. Norwich Union's Microsoft-based intranet solution includes a lot of free software and has not required a dedicated project team.

Digital Equipment sells a self-build Web server package (also available from its Intranet partner BT), including an Intel or Alpha-based computer, a Digital Alta Vista firewall (to keep out hackers), some consultancy and some Microsoft software at a starting price of £20,000.

This will enable a company to build a Web site that can be accessed by an unlimited number of employees. A second package including the same ingredients but extra security starts at £10,000.

However, the real price of an Intranet is in the running costs: the time it takes to keep information up to date and to manage the network.

Roger Whitehead, director of the Office Futures consultancy, says: "As more and more people begin to use an Intranet, it can become ungovernable. Users don't know what's on there or how to get it. So they either narrow their focus, or give up."

"One of the first tasks facing any company is to decide who can put information on the Intranet, who guarantees its quality, and how it should be organised," says Whitehead.

It seemed to industry insiders to be capable of turning the Internet from a clever toy into a serious computing system for business.

It was acclaimed as the answer to systems designers' prayers, offering re-usability and portability of code to an extent never achieved before – a big step beyond the extremely successful C++ language, from which it derives.

"Their approach is to let a 1,000 flowers bloom", but organise the Intranet so that you can find the different species, says Whitehead.

"Another way of simplifying the management of an Intranet is to put Lotus Notes at the back of it, and it will organise all the information and the links to different applications," he says. "Setting up a simple Intranet is cheap and easy, but once you get to a certain size, the cheapness argument is less forceful."

Software could be updated by downloading through a browser tool only the parts of the application which had changed since the last delivery, in the form of 'applets' – little needed.

Leading tools developers, such as Netscape and Lotus Development, have been keen to emphasise their commitment to using the language. Netscape plans to give away Java applications in an attempt to create a new market in the same

way as it did for browsers.

"There is no question that Java is an important breakthrough," says Mr Eric Broussard, Netscape's marketing manager for Europe, "but it will take time for a lot of companies to adopt it."

Lotus has retrained hundreds of its staff to be able to cope with Java and plans to recruit more. Its parent company IBM is spending several hundred million dollars on Java development.

But although users say they favour Java over all other options for Intranet development, few of them seem to have taken the idea very far. Some analysts had forecast widespread adoption of Java during 1997, but they may be wrong.

Many users appear to be doubtful about whether it is yet mature enough to tackle important new corporate systems.

"Our survey suggests that use of the Intranet for Java application is still some way off," says Xephen's research director Mr Mark Lillicrop. "There is not much of this kind going on."

The immaturity of Java tools and the scarcity of expertise in designing and developing applications in the language are holding up its progress with users despite a lot of interest in it, he says.

Creating an Intranet is not a particularly hard job, but exploiting it to the full is a much bigger challenge. At present, Intranets are generally being used for much less ambitious projects than Java applications could deliver.

The typical use of current Intranets is for distributing information across a company, extending the existing email and groupware systems, the Xephen survey found.

Turn to back page

■ JAVA COMPUTER LANGUAGE By George Blaize

## Wide-scale adoption has a long way to go

The potential of Java is impressive, but its strengths remain to be proven in practice

Java is the language of the future but not of the present, according to a worldwide survey of intranet developments by the Xephen consultancy.

The survey found little evidence that users were adopting Java, the object-oriented programming language promoted by Sun Microsystems, for developing corporate systems running on their private Intranets.

The language, which was launched by Sun in May 1995, has in the past couple of years generated a volume of publicity unprecedented for any new computer language.

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## New business advantages emerge

Continued from facing page

Explorer browser software.

Intranets, if they work, certainly seem to change the timescale for return on investment dramatically, typically from four or five years for previous generations of IT to a year or two at most.

Many of the benefits will be "soft", or less easily quantified. For example, easier access to corporate information systems should open the way to much more flexible working patterns.

Being in the office will no longer be necessary for many purposes. Office space can therefore be saved by sharing desks and the

amount of travelling time can be reduced.

Another soft benefit is staff morale. Keeping staff informed can contribute a lot to team spirit. If staff hear a rumour of a management decision affecting their future, which is confirmed several days later by a typed memo, they may be demotivated.

Meanwhile, Mr Andy Grove, chief executive of Intel, and Mr Richard Thoman, chief finance officer of IBM, have both said that Europe may be damaged by lagging behind the US in its adoption of new technology.

Intranet systems vendors are now starting to focus on such aspects of corporate culture in an effort to persuade doubtful managers of the many potential

advantages of the technology.

Intranets do, ironically, turn out to deliver very cheaply the benefits which all the billions invested in IT for 30 years have failed to give, then the implications for international competitiveness will be serious.

Meanwhile, Mr Andy Grove, chief executive of Intel, and Mr Richard Thoman, chief finance officer of IBM, have both said that Europe may be damaged by lagging behind the US in its adoption of new technology.

Other studies also suggest that top managers in the UK are neither IT users nor IT enthusiasts. The UK therefore seems to need an army of Mr Brutus to work on their managers and show them practical achievements which will persuade them to change their attitudes.

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## Your chance to join the Boston FT Party

A memorable prize trip to Boston, Massachusetts, in June

A seven-day trip for two to Boston in the US, with excellent hotel accommodation, spending money – and a yacht trip – forms the prize package being offered to FT readers in a new competition launched today in association with 3Com, the computer networking company.

Boston, in early June, will be the scene of big celebrations as the latest port-of-call for the BT Global Challenge yacht race as the vessels arrive after weeks in inhospitable conditions on the high seas.

The winner of the Boston FT Party competition – plus his or her guest – will have a chance to meet the yacht crews and make a four-hour trip on the 3Com yacht.

The prize-winner and guest will fly to Boston on June 24 and return on June 30, having spent seven days (six nights) relaxing in Boston.

The winner and guest will be met by FT journalist Richard Donkin, one of many people drawn from all walks of life who have taken part in the Global Challenge. He recently spent 43 often stormy days sailing from Rio de Janeiro in Brazil to Wellington in New Zealand as a crewman on the 3Com yacht.

The winner and guest will be met by FT journalist Richard Donkin, one of many people drawn from all walks of life who have taken part in the Global Challenge. He recently spent 43 often stormy days sailing from Rio de Janeiro in Brazil to Wellington in New Zealand as a crewman on the 3Com yacht.

The first letters of the answers combine to spell out the phrase 3Com Networks. The answers to many of these questions could be gleaned from viewing the BT Global Challenge web site: www.btchallenge.com

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Unruh: 'Competition in world markets is bringing the subject of information management right squarely to the centre'

**S**ince he took over in 1990 as chairman and chief executive of Unisys, James Unruh has overseen the transformation of his company from a traditional mainframe supplier into what he calls an information management company.

"Our objective is to work with clients to help them create competitive advantage through better management of information in their organisation," says Unruh, who was senior vice president for finance at Burroughs in 1986 when his group merged with Sperry to form Unisys.

Unruh argues this objective is necessary because two of the props which traditionally helped businesses build sustainable competitive advantage are no longer sufficient. "Since the industrial revolution we have based competitive differentiation on product and, in more recent times, on quality," he says.

"But in most industries, product life-cycles are so short that you really cannot have a sustainable competitive differentiation on that basis."

At the same time, he argues that in order to compete with Japanese manufacturers, both US and European companies have had to

The first step in unlocking the value of information technology is to listen and understand what the client really wants, says James Unruh, who also sees the growth of the Internet as a huge services opportunity.

raise their levels of quality, to the point where quality as a differentiator becomes more of a question what happens if you don't have it."

Instead, he argues that companies need to focus on customer-service and creating value for their customers. "As I look at it, that brings the subject of information management right squarely to the centre," he says.

The Unisys chief executive argues that the first step towards creating value for a client is to listen and understand what the customer wants — "most of us do not listen well to what our clients tell us". For example, he says companies often fail to recognise how valuable complaints are: "We think of them as irritations, something we have to deal with."

However, he believes the best single place to find out what customers want and what they value, is by analysing a company's own data. "Transactions disclose

customers' preferences, how they do business, what they do, how they buy, what they buy, and so on," he says.

Unlocking those insights through techniques such as data-mining and then making the results available to those making decisions and the people who are actually dealing with customers, "becomes a critical part of information management," says Unruh.

In terms of Unisys itself, Unruh says the company reached the conclusion that while technology itself was "very critical thing, and no less critical than it ever was, it is no longer anything like sufficient to really work with a client and create value."

So, he says Unisys typically begins work with a client "with an involvement at the level of information planning-type consulting." The second step is systems integration work — sometimes it is selling a standard application, sometimes it's using

software from some other source, sometimes it's a custom development with a client — it all depends on the situation," says Unruh. The final step, he adds, is providing "life-cycle support services" such as traditional maintenance work, helpdesk or outsourcing services.

As Unruh notes, this is a sharp change from the group's original box-pushing business. "Five years ago we were a mainframe computer company, the business and economic essence of the company was to sell a mainframe computer and take the maintenance contract. In hindsight, it sounds like a fairly simple business."

Beginning in 1992, he says, "we began to create a different company, not abandoning our technology business, but to go well beyond it."

Unisys completed the restructuring process at the beginning of 1996, adopting what Unruh describes as

company structure".

"Going back to the beginning of the process, there was never any doubt in my mind that I was going to move us to a business-based organisational structure, rather than a function-based organisational structure," he says. "But it took time to develop the businesses to the point where one could really do that."

He says the restructuring helped accelerate the transformation of the group, "because underneath the covers of whatever gross revenues we have, we are building a new automobile". The old traditional (mainframe) business is declining and will continue to decline," he says, "but nevertheless emphasises that there will be a continuing requirement for enterprise servers."

"It is going to be a smaller marketplace and those enterprise servers are going to look different, they already do," he says. "It is a very good business, but you don't invest in it as if it were a growth business."

The growth opportunities that Unisys has targeted include the IT consulting and computer services business, including IT outsourcing. "Companies, including those in the computer industry, tended to be completely integrated vertical companies, doing all kinds of functions," says Unruh. "What is happening is that increasingly organisations are determining what their specialities are, what their core competencies are and the areas in which they add value."

Outside of these areas, operations such as building, maintaining and operating complex computer networks are being outsourced to IT specialists, such as Unisys. Unisys rejects suggestions that outsourcing will turn out to be a temporary fad, but he does accept that some outsourced business will be taken back in-house — "the trend will go to the extreme and then come back into some kind of balance," he believes.

Aside from the IT outsourcing market, Unisys is targeting several specific vertical markets for growth. "In a vertical market sense, I view the business increasingly as a grouping of segmented markets or niches that one plays in, or tries to be a dom-

inant or leading provider," he says. Traditionally, Unisys has been strong in the financial services and government sectors. "I think there might be some debate as to which segment of financial services could exhibit the fastest growth in IT over the next few years," says Unruh. "When I look at the gap to be closed — from where they are to where they *need to be* — then it's the insurance sector that really has a lot to catch-up."

"But the financial services industry is in a huge transition, so there is a lot of growth and their products are all information-based products."

Similarly, in the public sector he notes that "while the money is going to be in

The financial services industry is in the midst of a huge transition'

shorter supply, the need is even greater to apply technology to try and cope with the overall cost problem of providing services".

Other attractive markets include the communications industry: "The areas to go for are those in chaos," says Unruh. "And I think we are just peering over the edge into the chaotic period of the communications industry. A lot has already happened, but there is a lot to go. De-regulation is really only just beginning, so there is going to be a lot of opportunity in that industry to help them with their issues."

Along with most other companies in the IT sector, Unisys also sees the growth of the Internet and Internet technologies as "a huge services opportunity".

"The history of new technology in our industry has two strikingly consistent things about it," says Unruh. "One is that we have, almost without exception, over-estimated the impact of new technology in the near-term — and at the same time, almost without exception, under-estimated the impact of it in the long-term. I think the Internet fits squarely in this category."

#### SOFTWARE AT WORK

## Java applets are 'some way off'

From previous page:

Mr Lillycrop also sees a potentially serious problem in developing Java applications which are both reusable and maintainable, especially if its use is combined with that of a less pleasant language such as C.

"If you put C or C++ programmers on to writing Java you may end up with code which is a hybrid and will be very hard to manage," he foresees.

Nonetheless, Mr Lillycrop along with most other analysts, thinks that Java is the language of the future and sees no alternative on the horizon for intranet development.

"It will just take time for people to re-adjust to it and gain the skills to make use of it," he says.

Re-training staff to be able to write Java programs will be a time-consuming and expensive task.

Recruitment of people with the aptitude for Java programming will be very hard in the next few years as companies compete for scarce skills to deal with the year 2000 date-change problems and the expected launch of European Economic and Monetary Union (Eemu).

There are already signs that new development projects such as building intranets are being postponed while users concentrate on those more urgent tasks. Some companies are said to be freezing all new development until they are solved.

This could delay the mass exploitation of Java for the intranet for several years.

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True, there is some business stuff. But it's mostly 'brochureware' general information aimed at the broadest audience and, therefore, not terribly critical to anyone. This is because, in technological terms, security is lousy.

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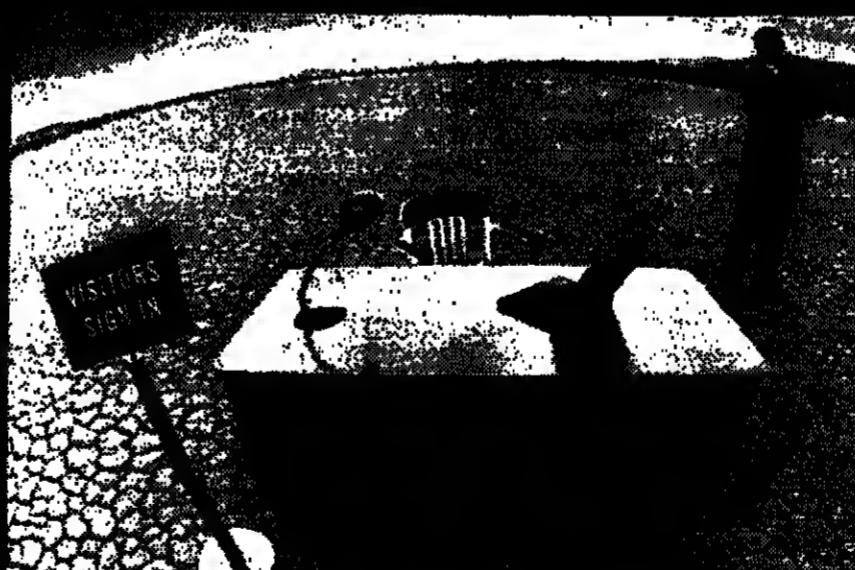
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**IN BRIEF**

**Monsanto agrees  
Calgene purchase**

Monsanto, the St Louis-based chemical and life sciences company, said it had agreed with Calgene to acquire the remaining shares of the California-based biotechnology pioneer for \$8 per share. Page 19

**Energy Africa seeks black investors**  
Energy Africa, sub-Saharan Africa's only private sector oil and gas exploration company, wants to attract more black empowerment groups to its shareholder register. Page 18

**NCB in wide-ranging overhaul**  
Nippon Credit Bank, one of Japan's top 20 banks, announced a restructuring that includes withdrawal from overseas operations and staff cuts of more than 20 per cent. Page 21

**Trafficmaster extends to Germany**  
Trafficmaster, the traffic information provider, will today announce it is extending its system to Germany in an agreement with Mannesmann Autocom, the German telecommunications group. Page 23

**Grupo Torras out of receivership**  
Grupo Torras, the ill-fated holding company set up in Madrid by the Kuwait Investment Office, has emerged from receivership. Page 18

**Panel backs ANZ in Indian bank row**  
Australia and New Zealand Banking Group (ANZ) said it could book a large abnormal gain after an Indian arbitration panel ruled in its favour in the company's dispute with India's National Housing Bank. Page 21

**Dexia 1996 net income up 10%**  
Dexia, the Franco-Belgian banking group, announced net income up 10 per cent to FFr3.2bn (\$58m) for 1996. Page 20

**Kroll agrees to takeover by Equifax**  
Kroll Associates, the best-known operator in the world of corporate gunshields, announced that it had agreed to be taken over by Equifax, an Atlanta-based credit-checking company. Page 19

**Brazil's Varig reports losses of R\$64m**  
Varig, the Brazilian airline, released headline figures showing losses of R\$64m (US\$60.4m) last year after losses of R\$7m in 1995. Page 19

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FRANKFURT (DM)		PARIS (FFR)	
Fluor	+ 12	Adidas	- 36
Fluor	+ 12	Ar Lekide	- 29
BMW	- 65	BCI	- 21
Degussa	- 26.5	Credit Dier	- 31
Ind Works	- 38.5	East Int'l	- 115
Mayr Meln	- 13.5	EDG	- 42
Volksbank	- 34	TOKYO (Yen)	
Fluor	+ 214	HTM	+ 22
Commerz	+ 214	HSBC Shap	+ 35
Hestra Int'l	+ 17	2 Pefla	- 2
Synthes Fin	+ 34	Asahi Bank	- 35
Pefla	+ 26	Central Price	- 28
Comme Int'l	- 11	Central Price	- 28
Ehren Aten	- 40%	Tokyo Land	- 19
Pefla Amer	+ 23%	HONG KONG (HK\$)	
LONDON (Pounds)		Hong Kong	
Fluor	+ 20	Taiwan	
Nobu Group	+ 20	Taiwan	
Sonic	+ 15%	Cheng Kong	- 4.5
Fluor	+ 15%	HSBC Hong Kong	- 3.0
Comme Int'l	- 26	HSBC Hong Kong	- 5.1
Fluor	+ 45%	Hong Kong	- 7.5
Shandong	- 37%	Sun Hong Kai	- 78.25
TORONTO (Canadian)		Shandong	
Fluor	+ 1.0%	Shandong	
Get International	+ 1.0%	Shandong	
Goldman Sachs	+ 1.75%	Stern Sek	+ 40.0
Menzis	+ 1.0%	Tai Chi Chiu	+ 24.0
Fluor	+ 0.5%	Tai Chi Chiu	+ 2.0
Devon A	- 0.75	Chengdu	- 31.0
El Ec Log	- 0.75	Motor Fund	- 12.0
Green Capital	- 2.5	The Factory	- 5.5

## Investors shiver in Wall Street chill

By Richard Waters and  
Lisa Bransten in New York

Like the savage snow storm that has just blown into New York on the heels of a balmy spring weekend, the sudden chill now descending over Wall Street has come as something of a surprise.

Last Tuesday's US interest rate rise - the first in more than two years - had been so well telegraphed in advance that it appeared to have passed with barely a shrug. But since then the investment barometer has swung sharply.

A bounce in share prices yesterday morning brought temporary respite. After two sessions of steep losses, investors were once again picking their way through the most damaged sectors of the stock market in search of bargains.

But the mood has changed. Mr Peter Anderson, head of equity investments at Federated Investors, a mutual fund group, was among those to display this new-found caution.

While hunting yesterday for bargains among the stock market's fallen stars, such as technology and financial services companies, he confessed to a heightened awareness of risk. Companies that seem most in danger of failing to live up to earnings expectations are being weeded out of his portfolio. "We're somewhat more defensive," he said.

Such caution now holds sway. It may be too early to predict a bear market, but the sudden shift in sentiment suggests

putting pressure on costs.

The Federal Reserve's self-declared pre-emptive strike last week seemed at first glance just the thing to cool the economy's heels. But on further consideration, the markets have decided it may well take one or more moves this year to have the desired effect.

The rise in interest rates already seems to be having an impact on investors' behaviour. T Rowe Price, one of the US's biggest mutual fund groups, reports that its customers have shifted some money from equity to money market funds since late last week. There is still more cash

flowing into equity funds than out, it adds - though interest rates have shifted from the riskier "aggressive growth" funds that drove the stock market's advances in recent months.

The threat that prices of long-dated bonds could continue their decline seems, at least for now, to be damping demand for these instruments. But short-term instruments, which carry less risk, already

offer an attractive yield of nearly 6.5 per cent should that rise above 7 per cent, it would begin to present a serious challenge to equity investment, said Mr Henry Kaufman, a Wall Street economist.

The global economic backdrop is also likely to become less supportive to the US stock market than in recent years, he adds. The economic woes of Europe and Japan have kept global interest rates low, creating a surge of liquidity; much of that money has found its way into the US Treasury bond markets, indirectly keeping borrowing costs for US companies low and putting a

solid foundation under share prices. If - a big if - the global interest rate rises, Wall Street will no longer be such a powerful magnet for the world's capital.

None of this necessarily means that the long US bull market is dead. Indeed, many on Wall Street - including the bearish Mr Burton Biggs of Morgan Stanley - predict one last surge for the stock market, as the Fed succeeds in extending US expansion.

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The global economic backdrop is also likely to become less supportive to the US stock market than in recent years, he adds. The economic

## COMPANIES AND FINANCE: INTERNATIONAL

# Dispute blocks Bezeq's path to market

Planned flotation of the Israeli telecoms group is being held up by a row between shareholders

**I**nvestors in Bezeq, Israel's state-controlled telecommunications network, were disappointed that its 1996 results gave no hint of a resolution of the long-running dispute between the company's two largest shareholders, the Israeli government and Cable and Wireless.

The UK-based telecoms group has 10 per cent of Bezeq's shares (and one seat on the board) and wants a further 10 per cent.

But Mrs Limor Livnat, Israel's communications minister, argues that Bezeq is vital to Israel's security and is against foreign groups having a substantial stake in the company.

Last year she gave new weight to existing laws which prevent any company from buying more than 5 per cent without first informing the government. C&W could ask but it would be turned down.

C&W was more than disappointed. By acquiring more than 10 per cent, it

could have consolidated Bezeq's results in its balance sheet.

Furthermore, Mr Richard Brown, C&W chief executive, sees Bezeq as the core of his Middle East strategy.

Over the past several months, both sides have been trying to agree a compromise, through which C&W and the government would form a joint company to control 20 per cent of Bezeq.

The state would hold 51 per cent of the joint company, and C&W the remainder. This might allow the UK company to consolidate Bezeq's results in its balance sheet.

So far, however, governmental approval has not been forthcoming.

Mr Avi Hochman, acting chairman of Bezeq, says the failure to reach agreement is a damaging strategy, in particular the planned flotation of the company.

Impatient to be free of government control, the company is hoping to reduce its

state's stake from 76 per cent to 51 per cent by the end of this year, through an international or a domestic listing, or both.

"We have to know where the government stands with C&W before we even consider issuing a prospectus or approach the international markets," Mr Hochman says.

He would prefer an international listing to a domestic one, since the Israeli market is too small to absorb a 25 per cent tranche of Bezeq shares.

The response to Bezeq's recent \$150m seven-year syndicated loan at 0.325 per cent above Libor reassured it of investors' confidence.

The company has modernised itself beyond recognition. It has managed to stop long delays in installing new lines - less than 10 days is now the norm - and the entire national network has been digitalised over the past five years.

Bezeq intends to raise a total of Shk1.5bn (\$446m) in loans this year to cover its

## Bezeq

	1996	1995	% change
Operating income	1,366.00	1,223.00	+12%
Net profit	889.00	721.00	+23%
Total assets	1,935.00	1,783.00	+8%
1996 revenue breakdown			
Cellular phones	17%		
Connection fees	23%		
Local calls	37%		
Usage fees	13%		
International calls	27%		

Source: Société Générale, NatWest Securities

with competition at home when the international telephone sector is liberalised later this year.

An international listing would allow Bezeq to expand into new markets, to cope with 50 per cent and 70 per cent

competition at home when the international telephone sector is liberalised later this year.

This will reduce the cost of

phone calls by its old telephone services." Mr Hochman says.

Bezeq would also give the Israeli government much-needed cash to finance a Shk10bn five-year programme, which will include improving infrastructure and services.

"We have to enter many more services - telephony, banking. But we cannot do that until the licence is brought up to date," he says.

In spite of its commitment to privatisation and competition, the government seems slow in preparing Bezeq for this challenge.

"All we are asking is that Bezeq is given the chance to compete fairly," Mr Hochman says.

But planning is difficult while uncertainty remains over the flotation.

"Bringing the government's stake down to 51 per cent is achievable this year. Give me the mandate and I will show it is achievable."

Like investors, Mr Hochman is still waiting for the green light from the government and the end to its dispute with C&W.

Judy Dempsey

# Grupo Torras to repay 10% of Pta217bn debt

By Tom Burns in Madrid

Gruppo Torras, the ill-fated holding company set up in Madrid by the Kuwait Investment Office, has emerged from receivership.

A chastened Gruppo Torras said yesterday there would be no resumption of the aggressive take-over strategy that characterised its dealings in the late 1990s.

This ultimately led to its collapse in December 1992, by which time it owed Pta217bn (\$1.53bn) to

unsecured creditors. Of this, Pta205bn was owed to companies related to the Kuwait Investment Authority (KIA), which controls Kuwait's overseas assets.

A Madrid court last week finally lifted a suspension of payments order on Gruppo Torras, allowing it to resume normal business. The move came more than 18 months after the KIA and the Spanish government's credit agency undertook to renew funding to Gruppo Torras.

However, subsequent challenges to a creditors' agreement that had been sanctioned by the receivers office prolonged the receivership period.

The first task of Gruppo Torras is to begin paying back creditors under the terms of the agreement. The company will over the next 12 months pay out only Pta25.1bn of the total Pta217bn debt, with the KIA-related creditors writing off Pta184bn.

Other large creditors to Gruppo

Torras, which will receive 10 per cent of what they had lent, include the Spanish tax authorities, the domestic institutions Banco Bilbao Vizcaya and Caixa Madrid, and Sumitomo Bank of Japan.

The KIA is now likely to keep Gruppo Torras on a tight rein, and analysts expect it to explore every opportunity to recoup some of its losses through disposals. With its balance sheet finally cleared up, the holding company now has

estimated assets of Pta54.9bn, against Pta35.9bn in 1991.

It has maintained ownership of Torras Papel, Spain's leading paper manufacturer, as well as 35 per cent of Ebro, the main domestic sugar producer and 14 per cent of Ercros, a former conglomerate that now concentrates on basic chemicals.

Gruppo Torras will continue to be run by a Spanish auditor, who was appointed sole administrator of the company when it went into receivership. He reports directly to the KIA in London.

The company said there were no plans to appoint a new managing director and board.

The KIA sacked the Gruppo Torras board shortly before it went into receivership. Fifty-seven of its former managers and advisers face civil action in London and Madrid courts under the terms of writs issued in 1993 that allege conspiracy to defraud and breach of duties.

## Israeli banking group ahead 9%

By Avi Meirik in Jerusalem

Bank Hapoalim, Israel's biggest banking group, yesterday said net profits rose 9 per cent in 1996, after a 16 per cent increase in the fourth quarter.

Hapoalim is at the centre of the government's plan to rapidly sell off its holdings in companies and banks. Two investor groups are lining up to bid for at least 25 per cent of the bank.

In the fourth quarter, net profits climbed a year before to Shk1.05bn from Shk1.22m (US\$38.3m) in 1995. Operating and other income jumped 18 per cent, from Shk5.22m to Shk6.14m.

Analysts attributed the strong quarter to a revival in the Tel Aviv Stock Exchange during the period, which led to an increase in commissions from securities transactions and fund management fees.

Net profits for the year were up from Shk7.43m in 1995 to Shk8.12m. Profits included Shk1.85m of income from selling non-financial holdings, in line with recent banking legislation.

Operating and other income for the year rose a modest 3 per cent from Shk1.10bn to Shk1.17bn, as a weak stock market during most of the year led to a decline in commissions.

Profits from financing activities, before provisions for doubtful debts, were up 2 per cent to Shk3.82m. Provisions for doubtful debts fell slightly, from Shk1.06bn to Shk1.06bn.

## ASTRA

Losec the top selling pharmaceutical in the world.

Approvable Letters received for Pulmicort Turbuhaler in the U.S.

Oxis Turbuhaler receives first country approval in Sweden.

First country launches of Naropin.

Astra shares listed on the New York Stock Exchange.

The Board of Directors proposes a 1 for 3 stock dividend and a 2 for 1 stock split.

### NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of Astra AB will be held at 6 pm on Monday, April 21, 1997 at the Stockholm International Fairs and Congress Center, Älvsjö.

#### NOTICE OF ATTENDANCE

Shareholders recorded in the Swedish Securities Register Center (VPC AB) on Friday, April 11, 1997 will be eligible to participate in the Annual General Meeting. Shareholders wishing to attend must notify the Company not later than 3 pm Swedish time on Wednesday, April 16, 1997, by mail at the following address: Astra AB, Legal Affairs, S-151 85 Söderälje, Sweden, or by telephone int. +46-8-553 260 00.

Shareholders whose shares are registered in nominees names must, if they wish to participate in the Meeting, be temporarily recorded in the shareholders' register at VPC AB. Notice must be given to the nominee in ample time before April 11, 1997.

A shareholder may attend and vote at the Meeting in person or by proxy. However, in accordance with Swedish practice, the Company does not send forms of proxy to its shareholders. Shareholders wishing to vote by proxy should submit their own forms of proxy to the Company.

#### AGENDA

- Matters which, in accordance with the articles of association, are to be dealt with at annual general meetings of the shareholders, including presentation of the annual report and the auditor's report as well as the consolidated financial statements and auditor's report on the Group; resolutions regarding the adoption of the income statement and balance sheet as well as the consolidated income statement and consolidated balance sheet; appropriations with regard to the Company's profits or losses according to the adopted balance sheet; discharge from liability of the members of the Board of Directors and the President; and the election of the board members and auditors.
- The Board of Directors' proposed resolution concerning an amendment to the articles of association, article 4, second paragraph, and article 5, entailing that the maximum number of Class A shares and Class B shares that may be issued be changed from 1,200,000,000 to 2,400,000,000, and that the par value of the shares be changed from 2 kronor and 50 öre at present to 1 krona and 25 öre (a split). If so resolved, the first day for trading in the shares with the new par value on the stock exchanges in Stockholm, London and New York, is expected to be Monday, May 26, 1997.
- The Board of Directors' proposed resolution for a stock dividend, entailing that the Company's shareholders - for each three existing shares of Class A or Class B stock held -

will receive one new share of Class A or Class B stock, respectively. Additionally, the Board of Directors proposes a so-called central sale of each shareholder's right that does not correspond to one full share. Wednesday, May 28, 1997, is proposed as the record date for the stock dividend, whereby the Company's shares are expected to be listed on the stock exchanges in Stockholm, London and New York ex-rights to the stock dividend, on Monday, May 26, 1997.

4. A proposal from shareholder Einar Hellbom for a special compensation for researchers.

Shareholders representing more than 30% of the votes in the Company have, after consultation, notified that they will be making the following proposals at the Annual General Meeting:

- re-election of Bo Berggren, Claes Dahlbäck, Harry Faulkner, Tony Hagström, Håkan Mogren, Erna Möller, Lars Ramqvist and Marcus Wallenberg, and new election of James M. Denny and Lars H. Thunell as directors on the Company's board; Henry Danielsson has announced he will not be seeking another term.
- James M. Denny (b.1932) is Managing Director of William Blair Capital Partners, Chicago.
- Lars H. Thunell (b.1948) is President and Chief Executive Officer of Trygg-Hansa AB.
- that a fixed sum of 2,650,000 kronor be paid in fees to the Board of Directors, to be divided among the non-executive directors elected by the Annual General Meeting;
- re-election of Bo Lindén and Lars Östman as auditors;
- re-election of Bo Magnusson and Svante Forsberg as deputy auditors.

#### DIVIDEND

The Board of Directors proposes a dividend of 4 kronor per share. The Board proposes Thursday, April 24, 1997, as the record date for the dividend. Provided that the Annual General Meeting votes in favor of the proposal, dividends are expected to be sent from the Swedish Securities Register Center on Friday, May 2, 1997.

Admission cards will be sent to shareholders who have notified their intention to attend the Meeting.

Söderälje, Sweden, April 1997  
The Board of Directors

## Energy Africa seeks more black investors

By Robert Corzine

Energy Africa, sub-Saharan Africa's only private sector oil and gas exploration company, wants to attract more black empowerment groups to its shareholder register.

Mr John Bentley, managing director, said the Cape Town-based company wanted more African investors, as well as participation from the growing number of South African black empowerment groups.

The company is 60 per cent owned by Engen, the South African oil refining and marketing group. But Mr Bentley said he would like to see Engen's stake diluted when Energy Africa next needed to attract finance. Additional funds should not be needed for at least a year. "But I would eventually expect the Engen share to be diluted," he said in an interview.

The company has enjoyed high level backing from the South African government over the past year, helping it to secure new exploration and development deals in Gabon and Angola.

Last week Energy Africa reported it had moved into profit for the six months to the end of February, with net income of R12.7m (\$2.87m), compared with R1.5m loss in the same period last year.

Mr Bentley said he hoped a recent agreement in Gabon could be a model for other African deals. Local investors will take part along with the Gabon government in Energy Africa's joint venture in the country.

Mr Bentley said the legali-

ties of such a venture were complicated. But he thought the arrangements would further enhance the company's ability to gain preferential negotiating rights.

One problem by expanding the role of black empowerment groups in Energy Africa was their need for dividends, which the company does not pay - in common with a number of other energy and power groups.

## Charge puts SPT into the red

By Vincent Boland in Prague

SPT Telecom, the Czech telecoms operator, fell into the red in 1996 after taking a one-off restructuring charge of Kč6.75bn (\$300.5m) for asset write-downs and future job losses.

Shares in SPT, 27 per cent owned by PTT Telecom Netherlands and Swiss Telecom, closed down Kč25 at Kč3.425 after the results, but analysts were generally positive.

SPT is to cut 10,000 jobs from its 26,000-strong work-

force by 2000. Some 8,000 will be redundancies. The aim is to boost lines per employee from the 108 now to near 300.

The restructuring charge left SPT with a net loss of Kč6.483m for 1996 compared with net profit of Kč4.5bn the previous year. Revenue surged to Kč3.525bn from Kč2.425bn, reflecting the addition of 417,000 new customers, expanding the penetration of lines to 2.75 for every 100 people.

## COMPANIES AND FINANCE: THE AMERICAS

# Operating profit falls at Varig

By Jonathan Wheatley

In São Paulo

Varig, the leading Brazilian airline, released headline figures showing losses of R\$62m (US\$60.4m) last year after losses of R\$7m in 1995, according to corporate law. However, profits totalled R\$91.7m, compared with a loss of R\$7.5m, after adjustments to take account of inflation of about 10 per cent during the year.

Under changes to Brazilian corporate law introduced at the end of 1995, companies must publish unaudited

results, but may also issue figures under the previous method of correcting for inflation, which analysts regard as a better indication of performance.

Varig's operating performance showed a sharp decline under both reporting methods. Profits fell to R\$23.6m (R\$20.8m under corporate law), after rising from R\$12.2m in 1994 to R\$20.5m in 1995.

The company blamed a weak start to the year, caused by airport strikes in important destinations, restrictions on US visas, and

by a decline in the Brazilian market following a government credit squeeze.

Turnover was R\$2.14bn, down from R\$3.44bn in 1995. Varig said it expected sales to recover to R\$3.5bn in 1997. The number of passengers carried climbed about 10 per cent in the first quarter from the same period last year.

The discrepancy between Varig's results under the two reporting methods stems largely from dollar-denominated debts of \$225m. Under corporate law, foreign currency debts have a bigger impact as the Real depreciates.

Because dividends must be calculated according to corporate law, the company said it would make no dividend payments for 1996.

## Monsanto agrees Calgene purchase

By Laurie Morse in Chicago

Monsanto, the St. Louis-based chemicals and life sciences company, said it had reached an agreement with Calgene to acquire the remaining shares of the California-based biotechnology pioneer for \$8 a share.

The offer is substantially higher than the \$7.25 per share offered by Monsanto in January, and raises the value of the deal to about \$240m.

Monsanto already has a controlling interest in Calgene and said full ownership would speed technology sharing between the two companies. "We can now better realize the benefits from Calgene's research by combining our technology efforts and bringing our products to market more rapidly," said Mr Hendrick Verkilia, Monsanto executive vice-president.

The deal will give Monsanto complete ownership of Calgene's extensive research into plant genetic engineering, where it has been pioneer in fruit and vegetable research, and in designing seeds that yield enhanced vegetable oils.

Calgene also has a cotton seed business which analysts say Monsanto may swap for other plant-engineering technology.

Monsanto announced late last year it would spin off its traditional bulk chemicals business and become a life sciences company. The group has been acquiring companies that have biotechnology research that complements its life sciences strategy.

"Monsanto's strategy is much like Microsoft or Net-scape," said Mr James Wilbur, securities analyst at Smith Barney in New York. "Almost anyone will have to use their technology to do business in this field."

Mr Wilbur said he expected Monsanto to swap Calgene's Stoneville cotton seed business to another California-based agricultural biotechnology company, Mycogen, in exchange for rights to use Mycogen's processes for creating insect-resistant cotton and corn.

Calgene has piled up a string of operating losses which Monsanto is expected to use to reduce income taxes, cutting the real cost of the Calgene purchase.

The purchase agreement was approved by a special committee of Calgene directors who were independent of Monsanto and not Calgene employees. Monsanto expects to begin a tender offer for the Calgene shares on April 7.

The agreement is subject to the negotiation of a settlement of shareholder lawsuits that were filed after Monsanto's initial purchase offer was made in January.

## AMERICAS NEWS DIGEST

## SEC filing shows Liggett difficulty

Liggett, the US cigarette maker that caused a storm two weeks ago by reaching a deal with anti-tobacco forces, is in serious financial difficulties, a filing with the Securities and Exchange Commission shows. The figures shed more light on the decision by Mr Bennett Lebow, chairman and chief executive of Brooke Group, Liggett's parent, to hand over part of Liggett's pre-tax profits to tobacco opponents as part of the legal settlement.

The SEC filing, consisting of Brooke Group's annual report, reveals that the agreement was in large part meaningless because Liggett did not make any pre-tax profits last year and does not expect to do so in the near future. Liggett's accounts are heavily qualified by the company's accountant, Coopers & Lybrand, which warns that looming debt repayments "raise substantial doubt about the company's ability to continue as a going concern".

The filing shows that Liggett made operating losses of \$18.4m last year and expects still larger operating losses this year. Based on this trend, it does not expect to generate sufficient cash from operations to meet payments on some secured notes next year and the year after without restructuring or refinancing its debt.

Analysts say Liggett's motivation in reaching a deal as a takeover target if litigation started to go against the industry. Richard Tomkins, New York

Scotiabank to expand abroad

The most international of Canada's big six banks will split at least C\$10m (US\$11.5m) this year to expand operations in South America, the Middle East and Asia.

The Bank of Nova Scotia, with total profits last year of C\$1.07bn, is in negotiations to buy a share of Peru's Banco Sudamericano and increase its 25 per cent stake in Argentina's Quilmes, said Mr Peter Godsoe, the bank's chairman. Scotiabank will re-open operations in Lebanon and possibly in Indonesia, and is considering acquisitions in El Salvador and Guatemala, adding to its string of holdings in more than 50 countries.

Godsoe said his bank was looking to re-invest in emerging markets operations because they are generally more profitable than those in mature markets back home. Scotiabank's non-North American operations generated C\$831m, or 31 per cent, of total profits, even though they represented 23 per cent of the bank's earning assets of C\$3.485bn.

Scotiabank has aggressively moved into Latin American markets in the last year. The bank took administrative control of ailing Grupo Financiero Inverlat, Mexico's fourth largest bank.

Scotiabank, Vancouver

## Reichmanns back in property

The Reichmann family is returning in force to the Canadian property market through a merger of Candev and O&Y Properties. Both companies are controlled by Reichmann Hauer Holdings, in turn owned by Mr Philip Reichmann, son of Mr Albert Reichmann, and Mr Frank Hauer, son-in-law of Mr Paul Reichmann.

Developments into the world's biggest property developer until it failed in the early 1990s.

O&Y Properties acquired Candev, the shell of entrepreneur Mr Robert Campbell's property empire, last December and has now bought a further 8m shares held by Citibank Canada. In a series of transactions, including a public issue, Reichmann Hauer will own 65 per cent of the merged group with the balance publicly held. The company will invest in office buildings in Toronto and other Canadian cities.

Robert Gibbons, Montreal

## CANTV approves dividend

Compañía Anónima Nacional Telefónica de Venezuela (CANTV), the Venezuelan telecommunications company, has approved a cash dividend of Bs12.24 a share for its 1996 fiscal year. CANTV's American Depository Shares, each representing seven class D shares, will receive a dividend of Bs2.68. The company said payment of the dividend will be announced in the near future. During Monday's shareholders' meeting, CANTV president, Mr Gustavo Roosen, was confirmed in office.

Raymond Collett, Caracas

## Venezuelan utility ahead

Electricidad de Caracas, the Venezuelan power utility, announced a net profit of Bs61bn (\$12bn) for 1996, up in nominal terms from Bs53.1bn in 1995. Operational gains totalled Bs3bn in 1996, down 42 per cent on the previous year in real terms.

Raymond Collett, Caracas

# A time of transition for Bimbo

The managerial baton is being passed on as the Mexican group expands its horizons

**B**imbo, one of Mexico's most conservative family-run businesses which dominates the soft bread market for sliced bread, cakes and biscuits, is undergoing its first generational handover since two brothers, Lorenzo and Roberto Servitje, founded the country's second-largest food company 62 years ago.

Don Lorenzo, 79, and Don Roberto, 69, will remain on the company's board of directors, but the managerial baton is being passed on to Daniel Servitje, Don Lorenzo's 30-year-old son, who will take over as Bimbo president and chief executive officer in May.

The change accompanies Bimbo's transition into a fully-fledged multinational.

Over the past three years, the company has expanded aggressively into the US and Latin America, where it is now the market leader in seven countries: Argentina, Chile, Venezuela, Costa Rica, El Salvador, Guatemala and Honduras.

Bimbo recently launched operations in Colombia in a joint venture with Grupo Leal, and hopes to become the market leader there too.

"We were a very big fish in a small pond," says Mr Rafael Velez, Bimbo corporate president. "So when Mexico joined the North American Free Trade Agreement in 1994, we decided

that the only way to protect our market was to meet the competition on its home turf, and that meant expanding abroad."

Bimbo's expansion, which required investment outlays of \$600m in three years, was all the more unusual as it coincided with Mexico's economic crisis.

The company, however, weathered the financial turmoil better than most of its peers due to its extremely low leverage: its net debt to equity ratio averaged less than 21 per cent in 1996. As a result, Bimbo financed most of its foreign acquisitions with internally generated cash flow.

In the US, where Bimbo first established a presence 18 years ago, sales have grown rapidly and totalled almost \$1.75bn last year.

**B**imbo's main market in the US is the Hispanic community in Texas and California, and in spite of the unfortunate connotations of the company's brand name in English, Bimbo has kept its logo on its US products.

"We tried other brand names but it just didn't work," Mr Velez explains. "For Mexican migrants, Bimbo is a household name."

Within Mexico, Bimbo withstood a sharp fall in profits in 1995 after acceding to a government request to hold down bread

prices to help contain the inflationary pressures of the traumatic devaluation of the peso.

Profits bounced back in 1996 to 800m pesos (\$102m), a 153 per cent increase over 1995, when Bimbo was allowed to adjust its prices.

Mr Velez expects the company's social philosophy, which contributed 16 per cent of Bimbo's \$2bn sales last year, to grow in importance, given the continuing squeeze on real incomes in Mexico which limits Bimbo's growth potential at home.

**D**omestic demand for Bimbo products is expected to grow by only 3 to 4 per cent in volume this year, according to the company's projections.

The Equifax division with which it is now merging claims to be among the world's biggest providers of information and custom systems to mitigate risk and fraud in insurance, business, and government.

Equifax is due to spin off its insurance information division this summer under the name ChoicePoint, which will be separately quoted on the New York Stock Exchange.

Last year Kroll was said to have held merger talks with Coopers & Lybrand.

More recently, Kroll's con-

tracts have included tracking down Iraqi assets after the Gulf war of 1991; setting up systems to prevent a recurrence of Orange County's financial collapse; and working with UK investment banks to try to stop teams of traders leaving.

However, the company has suffered increasing competition, not just from other specialist operators, but from big accountancy firms, which have been expanding into this area.

Last year Kroll was said to have held merger talks with Coopers & Lybrand.

Kroll will form part of this company, retaining its own name and management structure.

The Equifax division with which it is now merging claims to be among the world's biggest providers of information and custom systems to mitigate risk and fraud in insurance, business, and government.

Equifax is due to spin off its insurance information division this summer under the name ChoicePoint, which will be separately quoted on the New York Stock Exchange.

The agreement is subject to the negotiation of a settlement of shareholder lawsuits that were filed after Monsantos initial purchase offer was made in January.

# Kroll agrees to takeover by Equifax

By Richard Tomkins  
In New York

**K**roll, Associates, the best-known operator in the world of corporate gum-shoes, has spent 25 years building up its reputation as a white-collar crime buster. Now the New York company has itself been grabbed.

After a year or more of speculation that it was looking for a merger partner, it yesterday announced it had agreed to be taken over by Equifax, an Atlanta-based credit-checking company. Terms were not disclosed.

Kroll pioneered the field of detective work for corporate clients, helping big companies in the US and overseas spot fraud, assess risk, do due diligence work on potential

acquisitions and manage internal security.

In the takeover boom of the 1980s it experienced a surge in demand for its skills due to diligence and for damaging the reputations of hostile bidders.

In the UK's bid battle between Hanson and ICI, Kroll discovered that the late Lord White, head of Hanson's US operations, had a string of race horses bought for him by his company, a revelation that did nothing to help Hanson's ultimately unsuccessful bid.

More recently, Kroll's con-

## BANKING FINANCE & GENERAL APPOINTMENTS

### Ernst & Young Global Client Consulting

#### European Resource Manager

■ Ernst & Young Global Client Consulting is a multidimensional organisation which provides global management consulting services to the largest world companies to meet strategic mission critical issues facing these clients.

■ The group now wishes to appoint a European Resource Manager, with the prime mission to support the global account partners through the management of all processes related to facilitating the building of a world-class European capacity and deploying best teams on a pan-European basis.

■ As a key member of this growing international team, the Resource Manager's areas of accountability include coordinating international movements of resources across the world (expatriation and secondment process). Implementing performance management processes to evaluate and develop professionals across

■ If your experience and abilities match this position, please write, stating your relevant skills profile together with a CV in English, present remuneration package and availability to Brigitte Morel - Ernst & Young Global Client Consulting - Tour Manhatan - 6, place de l'Île - Codex 21 - 92095 Paris la Défense 2 - France.

**ERNST & YOUNG**

## Deutsche Bank

Aktiengesellschaft

(Incorporated in the Federal Republic of Germany with limited liability)

Frankfurt am Main

Deutsche Bank AG London,  
6, Bishopsgate,  
London EC2P 2AT

Midland Bank plc,  
Securities Services UK Department,  
Ground floor, Suffolk House, 5 Laurence Pountney Hill,  
London EC4R 0EU

Shares shall only be deemed deposited if they have been lodged by May 12, 1997, at the latest, with either of the aforementioned depositaries or with any other authorized depositaries in the United Kingdom. In the U.K., entrance cards or forms of proxy will be issued by the aforementioned offices of Deutsche Bank AG or Midland Bank plc to whom application should be made.

Copies of the Annual Report as well as the complete wording of the Agenda will be available at the aforementioned banks on or about April 15, 1997.

Frankfurt am Main, March 1997

The Board of Managing Directors

## Notice

To shareholders in Sparbanken Sverige AB (publ)/Swedbank  
The Annual General Meeting of Sparbanken Sverige AB (publ) will be held at Berwaldhallen, Strandvägen 69, Stockholm, on Wednesday, April 23, 1997, at 2.00 p.m. (CET).

Admission and registration will begin at 1.00 p.m. (CET).

### Notification etc.

Shareholders who wish to attend the Annual General Meeting must be registered in the share register kept by Värdeprocenteren VPC AB at the Swedish Securities Register Centre on Friday April 11, 1997, and must notify the Company Secretary, Sparbanken Sverige AB, S-105 34 Stockholm in writing or by telephone +46 8 670 21 40 or faxing +46 8 411 56 64 not later than Friday, April 18, 1997, at 3.00 p.m. (CET).

When giving notice of attendance shareholders should state name, personal/company registration number (in the case of Swedish citizens or companies), address and telephone number. Shareholders represented by proxy should send a duly signed Power of Attorney and, if the Power of Attorney is issued by a legal entity, a certified Registration Certificate or other document attesting the authority of the person signing to the Bank before the AGM.

Shareholders whose shares are nominees registered must, to be qualified to attend, request that they are temporarily registered in the share register kept by the Securities Registry Centre. Such registration which normally takes a few days must be effected by April 11, 1997. Shareholders should advise their trustees of such request in good time before that date.

### Agenda

- Opening of the Meeting.
- Election of Chairman of the Meeting.  
Proposed: Carl Axel Petri, former Chief Justice of Appeal
- Appointment of Secretary.
- Preparation and checking of the Register of Shareholders.
- Appointment of two persons to check, together with the Chairman, the Minutes of the AGM.
- The question of whether the Meeting has been convened in due order.
- Address by the Chairman of the Board.
- a) Presentation of the report of the Directors and the consolidated accounts for the financial year 1996;  
b) The President's report;  
c) Presentation of the Auditors' reports for the Bank and the Group.
- The question of adopting the Income Statement and Balance Sheet of the Bank and the Group for the financial year 1996.
- Appropriation of income according to the adopted Balance Sheet, and adoption of record date for dividend. Proposed: See below
- The matter of discharge of the Directors from liability in respect of the period covered by the Annual Report.  
(Discharge recommended by the Auditor).
- Proposal for amendments to the Articles of Association.

### Main features of the Board's proposal:

The Board of Directors proposes a change in Article 12 of the Articles of Association so that it shall be possible to hold general meetings of shareholders outside Stockholm, Falun, Göteborg, Halmstad, Jönköping, Karlstad, Linköping, Luleå, Malmö, Sundsvall, Umeå, Växjö, Örebro or Östersund.

The Board further proposes a change in Article 9 to the effect that the number of Auditors and Deputy Auditors appointed by the AGM shall not be less than two and no more than three, with an equal number of Deputy Auditors. Moreover, the Board proposes that it shall be expressly stated in the Articles of Association that the Auditors and the Deputy Auditors shall be authorized public accountants.

Determining the number of Directors and Deputy Directors to be appointed by the General Meeting. *The Election Committee's proposal:* See below.

Determining the number of Auditors and Deputy Auditors to be elected by the General Meeting. *The Election Committee's proposal:* See below.

Determining the remuneration to Directors and Auditors, and their Deputies. *The Election Committee's proposal:* See below.

Election of Directors and Auditors, and their Deputies. *The Election Committee's proposal:* See below.

Appointment of Election Committee.

Proposal for a new share issue.

### Main features of the Board's proposal:

On February 17, 1997, the Board of Directors of Föringsbanken AB ("Föringsbanken") and Sparbanken Sverige AB/Swedbank ("Sparbanken") unanimously decided to propose a merger of the two banks. The merger is intended to take place in two stages. At the first stage Sparbanken makes a public offer to Föringsbanken's shareholders and to holders of warrants issued by Föringsbanken to receive new shares in Sparbanken in exchange for Föringsbanken shares or warrants. The second stage involves a merger of Föringsbanken and Sparbanken with Sparbanken as the company taking over.

In order to implement the first stage of the planned amalgamation the Board proposes a non-cash issue whereby Sparbanken's share capital will increase by a maximum of 300,000.

The complete proposal of the Board of Directors with regard to items 12 and 18 are available from the Company Secretary of Sparbanken Sverige AB, Stockholm.

### Dividend

The Board of Directors recommends a dividend of SEK 5.50 per share.

Monday April 28, 1997, is proposed as record date for payment of the dividend.

If the Annual General Meeting approves the above proposal it is expected that the dividend will be paid through the Swedish Securities Register Centre (VPC) on Tuesday, May 6, 1997.

In connection with the AGM shareholders will be welcome to a display of the Bank's current IT and marketing projects.

Stockholm, April 1997

### SPARBANKEN SVERIGE AB (publ)/SWEDBANK

#### Board of Directors

The Election Committee appointed by the AGM has presented its proposal for election of Directors to reflect that the number of ordinary members - 18 - remains unchanged with one exception. The Election Committee proposed re-election of Gunn Åberg, Ronald Bergman, Göran Collet, Bo Forslund, Eskil Geijer, Kurt Lofelin, Per Molin, Per-Göran Nyberg, Merilane Quick Stoltz, Madeleine Runef, Ragni Rydén, Nils Stenmark, Håkan Tidemand and Monica Ulfsäter as Ordinary Members; election of Goran Johansson as new Ordinary Member, and re-election of Lars-Erik Kvist as Deputy Member. The Election Committee has further proposed re-election of the Deputy Members Jan Larsson and Olof Cedersjö. The Election Committee recommends unchanged re-election to the members of the Board at a maximum total of SEK 250,000.

The complete proposal of the Election Committee is available from the Company Secretary, Sparbanken Sverige AB, Stockholm.

The Election Committee, comprising Bertil Grönström, former Caretaker Governor of the Central Bank of Sweden, Lars Eriksson, Erik Erlandsson, President of AMF Pension, Thomas Hägglund, President of the 4th National Pension Insurance Fund, Lars Larvin, Lawyer, Carl Axel Petri, former Chief Justice of Appeal and Arne Torstensson, President of Ulrica bank Sparbank, represents a minimum of almost 60 per cent of capital as well as voting rights in the Bank.

Stockholm, April 1997

**SPARBANKEN SVERIGE**  
Swedbank

## REXEL REPORTS A 7.4 PERCENT INCREASE IN NET INCOME, GROUPSHARE

The Royal Board of Directors, chaired by Alain Radisson, met March 24, 1997 to approve the 1996 group's 1996 financial statements and the 1997 budget forecast.

Consolidated sales in 1996 increased to GBP 3,033 million, representing a 10.5 percent increase over 1995.

This increase is accounted for by a 10.2 percent increase in the group's consolidated profit by a positive earnings effect of 0.5 percent, mainly from net interest, and by a slight reduction in costs, mainly from the 1995 consolidation effect (the 1995 consolidation effect was negative).

Helping this positive development was supported by the supply market and the low cost of equity required compared to 1995.

Rexel, during the past year, has continued to expand its acquisitions, notably following on its addition to its strategic business units, the French and American divisions, "T" and "N", the Norwegian "CNW" (representing Rexel's ownership of 50% of CNW), the Italian "Rexel" and the Spanish "Caja de Pensiones para la Vejez y de Ahorros" (representing 50% of Caja de Pensiones).

The group's net assets were up 1.5 percent to £1,021 million.

Rexel's net debt position improved to £1,021 million.

On GBP 1 million of net assets, net debt was £0.99 million.

Net operating income increased by 7.4 percent to £192 million.

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## COMPANIES AND FINANCE: ASIA-PACIFIC

Japanese banks announce staff cuts and withdrawal from overseas operations

## NCB unveils wide-ranging overhaul

By Gwen Robinson in Tokyo

Nippon Credit Bank, one of Japan's top 20 banks, yesterday announced a restructuring entailing complete withdrawal from overseas operations, staff cuts of more than 20 per cent and the sale of property, including its head office in Tokyo and other domestic retail outlets.

The bank is to sell Y300bn (US\$2.4bn) worth of new equity to other financial institutions to help rebuild its capital base, following write-offs of more than Y250bn in bad loans over the past year.

The finance ministry con-

## NCB restructures by —

- closing five outlets and reducing administrative offices overseas and selling affiliate entities abroad
- selling head office building in Tokyo, facilities and offices of all domestic outlets and other properties
- cutting staff of 2,800 by 20 per cent
- requiring business executives and staff to contribute 10 per cent of their pay to a pension fund
- reducing wages for other employees by 10 per cent
- reducing its three non-bank entities and disposing Y300bn in shares
- seeking financial help from the Bank of Japan to increase its capital by Y300bn through March 1998

firmed it had asked 12 commercial banks and about 22 insurance companies to contribute capital through sub-

ordinated loans and the purchase of preferred shares. Their decision is expected by June, the ministry said. The

Bank of Japan, the central bank, will contribute about Y30bn to NCB's capital increase from a special fund originally set up to deal with bad loans at Japan's failed *jūken* housing loan companies, said Mr Yasuo Matsushita, BoJ governor.

NCB, which has been struggling to dispose of more than Y1,000bn in bad loans, said yesterday it had revised down its earnings projections for the business year ended Monday and now expects to report an unconsolidated pre-tax loss of Y350bn, instead of Y7bn in unconsolidated recurring profit as previously proj-

ected. NCB's net loss for the year is likely to be Y285bn, a sharp reversal from the bank's earlier estimate of a Y15bn net profit. Stock market losses on NCB's equity portfolio contributed to the bank's poor results, with a Y100bn appraisal loss on holdings.

The bank also announced the liquidation of three non-bank financial affiliates — lenders without licences to take deposits from the public. The three — Crown Leasing, Nippon Total Finance and Nippon Assurance Finance Service — are estimated to have combined debts exceeding Y2,025bn and yesterday filed for bankruptcy at the Tokyo court.

Most of their debts are non-performing property-related loans stemming from the fall in land prices after the collapse of the bubble economy era in the late 1980s.

Banking analysts say liquidation of the three will place extra strain on their creditors, including Mitsubishi Trust and Sumitomo Trust, both main creditor banks of the NCB affiliates and a network of agricultural-related financial institutions.

NCB shares fell Y10 to close at Y261 on concerns about the restructuring plan.

## ASIA-PACIFIC NEWS DIGEST

## San Miguel hits Asian targets

San Miguel, the Philippine food and beverage giant, yesterday said it had achieved its objective of reaching critical mass in strategic Asian markets, and that it had expanded operations in China with the establishment of sales offices and distribution networks in 16 cities. The group, which is facing increased domestic competition from Asia Brewery, owned by Mr Lucio Tan, the Chinese-Philippines tycoon, has been forced to concentrate on overseas markets through an aggressive US\$1 billion expansion programme. Last year it opened two new breweries in China and one each in Indonesia and Hong Kong. Mr Andres Soriano, chairman and chief executive, said the group's overseas beer business had established "a critical mass of quality production capacity" in certain Asian markets and particularly China. It plans to extend its reach there to 36 cities within two years.

*Justin Marozzi, Manila*

## Lane Crawford chief quits

Mr John Lees has resigned as chairman of Lane Crawford International, the troubled Hong Kong department store group, with effect from yesterday. His departure was attributed to age.

However, Mr Lees, aged 67, remains chairman of two other groups within Wheelock, which owns 71 per cent of Lane Crawford. Lane Crawford's latest interim results showed a net loss of HK\$90.8m (US\$11.7m) for the six months to September 30. The figures reflect the group's move into Singapore and the opening of stores pitched at younger customers in Hong Kong. Both the Singapore store and the Lane Crawford Express stores were shut down last year, resulting in the write-off of assets.

The new chairman will be Mr Gonzaga Li, who is already chairman of Wheelock itself, and chairman and chief executive of The Wharf (Holdings), which is 46 per cent owned by Wheelock.

*Louise Lucas, Hong Kong*

## Sales up at Indian Oil

Indian Oil Corp, India's only Fortune 500 company, lifted its sales of petroleum products in the year to March 31 by 5.2 per cent to 41.7m tonnes.

IOC said its six refineries processed petroleum products equivalent to more than 100 per cent of their rated capacity for the fourth consecutive year. The refineries processed more than 25.1m tonnes in 1996-97 at a capacity utilisation rate of 102.3 per cent. No comparative figure was given. IOC said it had projects under way worth more than Rs100bn (\$2.76bn) which were likely to be completed in the next two years. It said it also had "identified" several new projects valued at more than Rs300m.

*Tony Tassell, Bombay*

## Sunway City buys theme park

Sunway City, a Malaysian property group, has emerged as the buyer of Australia's "Wonderland" amusement park, for around A\$50m (US\$38.1m). The park is located on 218.8 hectares of land in Sydney's western suburbs. It is the second Australian theme park to attract Asian interest recently. Last year, the "Dreamworld" amusement venture in Queensland was bought by Mr Kua Phek Long, a Singapore businessman, for around A\$85m.

*Nikki Tait, Sydney*

Comments and press releases about international companies coverage can be sent by e-mail to [international.companies@ft.com](mailto:international.companies@ft.com)

## Japan banks merge ahead of 'big bang'

By William Dowling in Tokyo

Hokkaido Takushoku, president of Hokkaido Takushoku, the smallest and weakest of Japan's top 10 commercial banks, is to close or sell all foreign operations and merge next year with Hokkaido Bank, a leading regional lender.

The merger, intended to create a "super regional" bank and reduce the combined workforce by a quarter, is the first to be inspired by the Japanese government's plans for sweeping deregulation of capital markets over the next five years.

Analysts welcomed it as a sign of more restructuring to come in Japan's overcrowded and under-profitable banking industry.

The commercial bank will dispose of its 20 foreign units, in the US, UK and Hong Kong, by the end of staff and 340 outlets.

The commercial bank will

March next year. Analysts believe them all to be unprofitable.

Hokkaido Takushoku had long been rumoured to be seeking a domestic merger partner. The recent fall in banks' share prices has brought its ratio of capital to risk-weighted assets below the internationally accepted minimum of 8 per cent, said analysts.

As a purely domestic Japanese bank, it would only have to keep to a capital adequacy ratio of 4 per cent.

However, the merged bank will have to raise fresh capital even to that, said Ma Aichi Ozawa, analyst at Salomon Brothers Asia.

Hokkaido Takushoku, yesterday slashed its forecast of

recurring unconsolidated profits — before tax and extraordinary items — from Y7bn to Y1bn for the year just ended, because of losses on its securities holdings.

It made a loss of almost Y200m in the previous year.

The bank has bad debts of Y386.5bn — a familiar legacy of excessive lending against overvalued property. The debts represent 13.3 per cent of outstanding loans, the worst among the top 10 commercial banks.

Hokkaido Bank has bad debts of Y166.5bn, or 6.3 per cent of its loan book.

The merger will take place through a one-for-one share exchange, valuing the new group at Y142bn at the suspension price.

## Panel backs ANZ in row with Indian bank

By Nikki Tait in Sydney and Tony Tassell in Bombay

Australia and New Zealand Bank group (ANZ) said yesterday it could book a large abnormal gain, after an Indian arbitration panel ruled in its favour in the company's long-running dispute with India's National Housing Bank, a subsidiary of the country's Reserve Bank.

ANZ did not make a specific provision in respect of the Rs5.06bn payment on the basis of "firm legal advice from senior counsel". However, it is understood to have made an allowance within its general provisions which could be written back.

ANZ has been given approval for a branch banking licence in Beijing.

It has a branch in Shanghai and representative offices in Beijing and Guangzhou.

two-to-one majority, provided for the Rishi to be returned to Grindlays with interest.

This interest has been estimated by the Indian press to be between Rs3.5bn and Rs4bn.

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However, it is understood to have made an allowance within its general provisions which could be written back.

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The arbitration verdict,

## HK group buys into Yaohan

Pacific Concord Holdings, the Hong Kong diversified manufacturing and telecoms company, is to buy a 19.8 per cent stake in Yaohan International Holdings, the Hong Kong arm of Japan's Yaohan retailing empire, for HK\$134m (US\$17.4m), a source report from Hong Kong.

The deal is the first step in forming an alliance between Pacific Concord and Yaohan for the development and operation of department stores and supermarkets in China.

The alliance also allows Pacific Concord the use of the Yaohan identity and the

distribution of Yaohan brand-name products to all Concord stores in China.

Yaohan, which operates more than 400 stores worldwide, said the sale of its stake would not derail its expansion plans in China, where it has invested an estimated \$330m.

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## 1996 RESULTS

## SALES FROM CONTINUING OPERATIONS in FF million

1995 1996 +2.3%

74,194 80,364

NET INCOME in FF million

2,065 2,003 -3.0%

NET DEBT AND SHAREHOLDERS' EQUITY in FF million

16,492 17,731 +7.0%

NET DEBT

12,975

MINORITY INTEREST

2,983

GROUP SHARE

11,756

CONSOLIDATED INCOME STATEMENT (in FF million)

31,1295 Change

Net sales 77,581 +9.0%

Operating income 2,991 +18.6%

Net financial expense -354 -50.1%

Income from ordinary activities before taxes 2,437 +35.2%

Net investment in affiliated companies 1,549 +33.6%

Share in earnings of equity affiliates 303 +13.3%

Net income before amortization of goodwill 1,759 +31.7%

Net income for the period - Group share 1,516 +36.2%

\* Net sales published in 1995 (FF 77,799 million) were restated in 1996 further to the introduction of a new Group integrated management information system.

\*\* Group consolidated net sales for 1996 totalled FF 80,294 million, an increase of 3.6% on 1995. However, taking into account discontinued operations, notably Prinetal and Prinect-Equipment in 1995 and Véolia in 1996, the Group's 1996 figure becomes 8,336.

An analysis of the movements in net sales on a continuing operations basis shows the following:

In the Retail Division, sales improved 4.5% and 4% on a pro forma basis.

Most noteworthy performance went to Richet, Froc Belgium, Prinect, Printech and Véolia, which saw significant growth in the office store network. Prinect's sales were hit by the disruptions due to renovation work at the Heusden flagship store, the bulk of which is scheduled for completion in September 1997.

The Wholesale Division enjoyed 8.3%. The 1.3% fallback on a pro forma basis is chiefly the upturn of a gloomy French construction industry, while its Printech-Distribution unit, whilst Retail sales have also been adversely affected by unfavourable trends in the price of copper and the demand for the Group's metal.

For the International Trade Division, growth of 4.7% includes the performance of Soco, acquired in 1996. Removing Soco from the equation, overall progress totalled 4.1%.

Europharma, the pharmaceuticals arm of Soco, posted growth of 7.6%.

In step with the Group's international expansion drive, the share of net sales generated outside metropolitan France increased from 30% to 33%.

■ Consolidated operating income rose on an increase of 12.8%, moving from FF 2,991 million to FF 3,540 million over the year. The 12.8% pro forma increase was the result of improved gross margin, thanks to more streamlined purchasing and better management of inventories and costs, whilst product mix changes can also contribute. Actual operating profitability consequently rose half a point to 4.7% against 3.9% in 1995.

■ A sharp drop in net financial expenses, of FF 221 million compared to FF 554 million last year, was the combined result of falling average interest rates and reduced levels of indebtedness, despite significant investments during the year.

■ Net re-investing rates, with a new charge of FF 239 million against FF 171 million for the previous year, includes the restructuring provisions recorded in the amount of FF 182 million.

■ Corporate income tax for the year stands at FF 779 million, versus FF 525 million for 1995.

■ Net income of consolidated companies improved to FF 2,070 million from last year's

## COMPANIES AND FINANCE: UK

Amstrad sells digital mobile phone business for £92m

## Bosch acquires Dancall

By Paul Taylor

Robert Bosch, the leading German car component and electronics group, has paid £92m (\$146.3m) to acquire the Dancall digital mobile telephone handset business from Amstrad, the UK personal computer and electronics group.

Bosch said it planned to use Dancall, which is based in Aalborg in northern Denmark, as a springboard for a push into the fast expanding GSM digital telephone industry.

Mr Andreas Nobis, a board member, said the deal gave Bosch "immediate access to the latest GSM technology" and would enable the group,

"to combine Dancall's development expertise with Bosch's brand name, international distribution capacity and resources."

He said the German group planned to retain the whole of Dancall's 600-strong workforce and to expand Dancall's manufacturing capacity from the current level of 1m telephones a year to "more than two million a year".

For the UK group, which has undergone a wholesale restructuring over the past few years, the deal marks a further abrupt change in direction.

Although it had only recently begun to make a profit following a £6.8m loss

on sales of £100m in the year to June 30, Dancall was seen as central to Amstrad's effort to refocus away from the commodity consumer electronics business and towards higher growth technology operations.

The surprise deal sent Amstrad's share price up 26p to 226p, its highest level this year.

Bosch executives rejected suggestions that the German group was overpaying for a business which Amstrad bought out of receivership for £6.8m in September 1993.

However Amstrad, which has since invested about £10m in Dancall, noted that the sale price "shows nearly six times return on investment."

Yesterday, Mr Alan Sugar, Amstrad chairman, said "the virtues and potential of Dancall have never been fully appreciated by the shareholders or the financial institutions, principally due to the lack of profits."

He said Amstrad had taken Dancall "as far as it could."

## Pressac makes \$14m US buy

By Roger Taylor

Pressac Holdings, the electronic components manufacturer, has made its second acquisition this year with the purchase of Kaufmann, a US supplier of dashboard displays for cars.

It is paying \$14.4m cash for the company, whose customers include General Motors. It had sales of \$12.4m for the year to June 1996 and pre-tax profits of \$1.9m after stripping out costs of the head office, which is to be closed.

Pressac, which also announced a 28 per cent jump in interim pre-tax profits, only recently completed the purchase of Italamec, an Italian electrical components manufacturer, for £22.1m. That was funded by a £21m rights issue at 180p in December. The shares yesterday closed up 3p at 230p.

Analysts said Kaufmann fitted neatly with Pressac's existing businesses and

would give it a strong manufacturing base in the US. Pressac will be left with net debt of about £12m and gearing of 50 per cent.

Mr Geoff White, chief executive, said he was also looking at opportunities to expand into Latin America and hoped to make a further announcement later this year.

Pressac's profits rose from £2.2m to £2.9m (£4.62m) in the six months to January 31 was fuelled by a 15 per cent increase in turnover to £28.1m, reflecting strong demand from car manufacturers. The automotive division saw a 28 per cent increase in turnover despite a flat car market in the US and sluggish growth in Europe.

Earnings per share rose to 4.88p, up 30 per cent on an adjusted figure for last year of 3.82p. The interim dividend is raised 11 per cent to 1.1p (0.99p).



Trevor Huddleston  
Geoff White is now planning to expand into Latin America.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Boutin End	Yr to Dec 31	15.20m (15.00m)	0.6864 (1.044)	0.78 (1.45)	0.85 July 3	0.85	1.2	1.2
Dentecmark	8 mths to Dec 31 *	1.83 (2.53)	0.129 (0.204)	0.071 (0.15)	-	-	-	-
Dancall	Yr to Dec 31	43.7 (38.1)	1.21 (0.87)	16.4 (11.4)	3.2 July 4	3	4.8	4.5
HT Entertainment	Yr to Dec 31	11 (8.4)	1.01 (0.57)	5.961 (5.43)	0.5 June 11	-	0.5	-
Hypres	Yr to Dec 31 SS	25.6 (20)	0.792 (0.408)	16.91 (11.3)	4 June 2	-	-	4
Pressac	8 mths to Jan 31	36.1 (31.2)	2.92 (2.08)	4.98 (3.82)	1.1 May 23	0.99	-	3.9
Roumion Mining	Yr to Dec 31	3.19 (-)	3.671 (1.91)	10.81 (6.1)	-	-	-	-
SICI	8 mths to Dec 31 *	2.37 (2.03)	0.504 (0.59)	3.54 (3.57)	-	-	-	-
SEA Multimedia	Yr to Dec 31	3.94 (0.73)	0.713 (0.343)	3.3 (3.87)	-	-	-	-
Telomeric	Yr to Dec 31	130.3 (159.6)	6.934 (10.44)	42.1 (5.3)	1.45 July 1	1.45	1.45	1.45
Investment Trusts	MAR (p)	Attributable earnings (p)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
M Carre Pacific	Yr to Feb 28	17.42 (167.7)	0.601 (0.788)	1.47 (1.92)	0.8 June 28	0.9	0.9	0.9
Radiforest	Yr to Jan 31	128.9 (105.4)	0.215 (0.095)	2.5 (1.1)	2 June 30	0.6	2	0.6

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. MAR Rental income. After exceptional charge. \*On increased capital. \*\*On stock. \*\*\*Comparatives for 12 months to June 30 1996. SS Pro forma. \*Comparative for 16 months to June 30 1996. \$US currency.

## ETBA HELLENIC INDUSTRIAL DEVELOPMENT BANK S.A.

## ANNOUNCEMENT

PROCLAMATION OF PUBLIC INVITATION TO TENDER (AWARD TO THE HIGHEST BIDDER) FOR THE LEASING OF THE INSTALLATIONS OF "NITROGEN FERTILIZERS INDUSTRY S.A." (ABAL) OR THE SALE OF ALL THE COMPANY'S SHARES PRESENTLY HELD BY ETBA S.A.

With respect to the above public invitation to tender, the proclamation of which was published on 18 February 1997 in the Greek and International press and which set the deadline for submission of offers on 31.3.1997, ETBA hereby announces that following the request of interested investors for more time in which to submit offers which, according to the proclamation, must be accompanied by a five-year business plan for the development of the company, investment programme, etc. the above deadline for the submission of offers is extended to Monday, 14 April 1997 at 14:00 hours.

It should be noted that no further extension will be given to the date of submission of offers.

## FMG MIR SICAV Société d'investissement à Capital Variable 10A, Boulevard Royal, Luxembourg R.C. Luxembourg B-53392

## NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders of FMG MIR SICAV will be held at the Registered Office, 10A, Boulevard Royal, Luxembourg.

on Tuesday 15th April, 1997 at 11 a.m.

for the purpose of considering the following agenda:

- Management Report of the Directors for the year ended 31st December 1996.
- Report of the Statutory Auditor for the year ended 31st December 1996.
- Approval of the Annual Accounts for the year ended 31st December 1996 and apportionment of the earnings.
- Discharge to the Directors in respect of the execution of their mandates to 31st December 1996.
- Ratification of the appointment of one Director.
- Election of the Directors for a new term of one year.
- Election of the Statutory Auditor for a new term of one year.
- To transact any other business.

The present notice and a form of proxy have been sent to all registered shareholders on record at March 24, 1997.

In order to attend the Meeting, the owners of bearer shares are required to deposit their shares before April 7, 1997 at the Registered Office of the Company.

Banque Paribas Luxembourg  
10A, Boulevard Royal  
Luxembourg

The registered shareholders can inform by mail (letter or proxy) the Board of Directors of their intention to attend at the meeting before April 7, 1997.

By order of the Board of Directors

## ISRAEL 2000 SICAV

20, Boulevard Emmanuel Servais, L-2333 Luxembourg  
R.C. Luxembourg B-47222

## NOTICE TO THE SHAREHOLDERS

Notice is hereby given that the ANNUAL GENERAL MEETING of the Shareholders of ISRAEL 2000 SICAV will be held at the Registered Office of the Company on 21 April 1997 at 10:00 am.

## AGENDA

- Report of the Board of Directors;
- Report of the Auditor;
- Approval of the financial statements for the fiscal year ended on 31 December 1996;
- Allocation of the net result;
- Discharge of the outgoing Directors and the Auditor;
- Appointment of the Directors and Agents of the Company:
  - Appointment of the Directors;
  - Appointment of the Auditor;
- Any other business.

The Shareholders are informed that no quorum is required for this Meeting and that the decisions are taken by a simple majority of the shares present or represented.

Each shareholder is entitled to one vote.

Each Shareholder may act at any meeting by Proxy. For this purpose, proxies are available at the Registered Office and will be sent to Shareholders on request.

To be valid, the proxies duly signed by the Shareholders must be sent to the Registered Office in order to be received the day preceding the Meeting at 5 pm at the latest.

The owners of bearer shares, who would like to attend this Meeting, should deposit their shares at the Registered Office five working days before the Meeting.

On behalf of the Company,  
BANQUE DE GESTION EDMOND DE ROTHSCHILD  
LUXEMBOURG  
- Société Anonyme -  
20, Boulevard Emmanuel Servais  
L-2333 LUXEMBOURG

## Mediobanca International Limited

(incorporated with limited liability in the Cayman Islands)  
A member of the Mediobanca Banking Group

## Notice to holders of Mediobanca International 4 per cent Notes due 1999 convertible into ordinary shares of Allianz Assicurazioni S.p.A. (the "Notes")

Notice is hereby given that a Board Meeting of Allianz Assicurazioni S.p.A. will be held on 4th April 1997 inter alia for the purpose of calling the Annual General Meeting of the Company to be held to adopt the Company's Accounts for the year ended 31st December 1996 and proposals relating thereto.

Accordingly, pursuant to Condition 5 (A) of the Notes, Subscription Rights to the Company's shares will not be exercisable between 5th April 1997 and the last possible day fixed for the Annual General Meeting, or where applicable, the day following the payment of any dividends, the distribution of which may be resolved by the Annual General Meeting.

9:00 AM April 2, 1997

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**MEZHCOMBANK**

UK Representative Office  
36-38 Cornhill, London,  
EC3V 3PC, United Kingdom  
Tel: 44(171) 929-0417,  
Fax: 44(171) 929-0418.

Head Office  
12 Vrubelya st., Moscow,  
125080, Russia  
Tel: 7(095) 752-7000,  
Fax: 7(095) 752-7005.

Holders of Kemira Oy shares are advised that the Annual General Meeting of the company will be held at the Kemira House, Helsinki, on 22 April 1997 at 4 p.m. local time.

Shareholders wishing to attend the Annual General Meeting must be registered in the list of the company's shareholders kept by Finnish Central Securities Depository Limited no later than 11 April 1997 and must inform the Company Secretary by 2 p.m. GMT on 18 April 1997 at the latest of their intention to participate in the meeting.

The invitation to the Annual General Meeting was published in major Finnish newspapers on 2 April 1997. For further information please contact Kemira Oy, Group Communications, fax +358 9 132 1627.



## APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.  
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C.A. La Electricidad de Canarias, S.A.CA-SACA  
U.S.\$150,000,000  
Floating Rate Notes due March 1999  
In accordance with the provisions of the Floating Rate Notes, notice is hereby given that for the period from 27/3/97 to 29/3/97 the Notes will carry an Interest Rate of 6.775% per annum calculated on a principal amount of:

U.S.\$17,502.00 per Note of U.S.\$500,000

**Standard Chartered**  
Standard Chartered Bank  
An Reference Agent

Nafin Finance Trust II  
U.S.\$129,890,000  
Floating Rate Notes due 1999  
For the interest Period 21st March, 1997 to 30th June, 1997 the Nafin Trust II will carry a Rate of Interest of 8.625% per annum. The coupon Amount per original U.S.\$10,000 Note will be U.S. \$18.66 payable on 30th June, 1997.  
By Chase Manhattan Bank  
Agent Bank  
April 2, 1997

The registered shareholders can inform by mail (letter or proxy) the Board of Directors of their intention to assist at the meeting before April 7, 1997.

By order of the Board of Directors

## COMPANIES AND FINANCE: UK

## Deal announced with Mannesmann Autocom Trafficmaster set to move into Germany

By Haig Simonian,  
Motor Industry  
Correspondent

Trafficmaster, the traffic information provider, will today announce it is extending its system to Germany.

The agreement with Mannesmann Autocom, the German telecommunications group, marks the first step in Trafficmaster's drive to extend its patented system into continental Europe.

Mr David Martell, co-founder and chief executive, said advanced talks with groups in France and the Netherlands were being held with a view to starting operations in the Paris region in early 1998 and in the Netherlands about six months later.

He declined to forecast the impact of the German deal on Trafficmaster, which reports 1996 results next week. Analysts expect the company, which was floated in 1994, and lost £2.4m (\$1.5m) on sales of £2.55m in 1995, to announce a similar loss on substantially higher turnover in 1996. Mr Martell said that he expected the

first profit this year.

The deal with Mannesmann Autocom, the telecommunications subsidiary of the German industrial

**Trafficmaster**



Source: Datamonitor

group, should lift sales through a 12-year royalty on revenues for the German system, which has been on trial for the past 18 months.

Trafficmaster will also receive a fee for each traffic sensor site in Germany.

Joint venture partners Mannesmann Autocom and T-Mobil, a subsidiary of Deutsche Telekom, expect to

achieve 4,000km of autobahn this year and a further 4,000km by next summer, comprising about 75 per cent of the motorway network.

The German system will also allow Trafficmaster to start selling its in-car hardware to German motorists and carmakers.

Although the bulk of UK sales have been in the aftermarket, the company last September reached agreement with Vauxhall, part of General Motors, to install all its voice-based system as original equipment on the Vectra range.

Mr Martell said extending the network to continental Europe would strengthen Trafficmaster's hand in talks with other carmakers.

One early deal in Germany could be with Opel, the German GM subsidiary, to install Trafficmaster hardware on German Vectras. In the UK, Mr Martell predicted Trafficmaster would sign up "at least two other major car makers by October".

The company is investing £10m to install sensors on UK trunk roads by next summer.

It also comes at a time when interest in mail order has been heightened by the sale of the Freemans catalogue business by Sears.

M&S already sells £85m (\$135m) of goods a year in home furnishings, wine, hamper and flowers through mail order. It recently launched a business clothing catalogue and is also planning a schoolwear version for later this year.

The company refused to comment on how much the venture would cost, or how many jobs might be created. However, analysts warned that the cost of launching a full-scale operation, particularly if it targeted the 5m M&S account holders, could be huge. They also warned of "cannibalisation", with existing customers choosing to shop at home rather than creating new business.

But there was also support for the move, particularly in the tentative method of introduction being employed by the company. "It's very predictable, very low risk and will probably be very successful," said Mr Richard Hyman of the retail research consultancy, Verdict.

M&S is the UK's biggest clothing group, with a 15 per cent share of the market, nearly double that of its nearest rival, Burton.

## M&S to move into mail order clothing

By Christopher Price

Marks and Spencer, the UK's favourite clothes retailer, is to expand into the mail order clothing business following similar moves by its rivals.

M&S said it intended to introduce a catalogue in spring next year, with regional trials featuring selected ranges of clothes before a definitive version is published.

The expansion of its mail order operations follows the success of Next, whose Next Directory now accounts for about a third of sales, and Burton Group, which has bought the Racing Green home shopping business.

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## LEX COMMENT MEPC

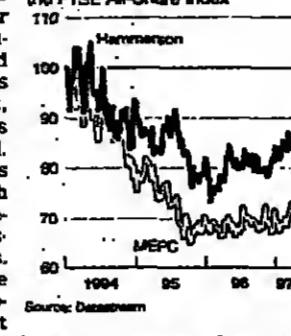
The last time there was a bid for a big UK property group, Hammerson was the target. But after four years of surgery from Mr Ron Spinney, chief executive, it has turned aggressor. And it has picked a suitable target, even though its advances have so far been rebuffed.

MEPC's management has been accident-prone, with mishaps from earthquake-hit US properties to recession-hit UK developments. Its debt financing is the costliest of the big property groups, its investment portfolio the most scattered, and its strategy has been rather fluid. It has therefore acquired several unhappy shareholders. Nonetheless, Hammerson will struggle to succeed. For starters, managements are rarely keen on proposals which damage their careers, so MEPC has unsurprisingly walked away from a friendly deal. Furthermore, Hammerson can neither offer a premium to MEPC shareholders - MEPC already trades at a premium to its net asset value - nor point to any obvious value that could be added from sticking the two together. There would be a few million pounds of cost savings, but they would have to focus on "management synergies", which are rather less compelling.

Hammerson's only hope is to persuade enough big MEPC shareholders to force MEPC back into negotiations. And there should be support for the argument that Mr Spinney could profitably reshape a messy MEPC portfolio as he did with old Hammerson. But that looks less likely to shake off shareholder lethargy than a bid premium.

**Hammerson/MEPC**

Share prices relative to the FTSE All-Share Index



Source: Datamonitor

## Shell to answer ethics queries from investors

By Robert Corzine

Royal Dutch/Shell, the Anglo-Dutch oil group, is in the final stages of deciding its response to a special resolution from shareholders demanding an improvement in its environmental practices and business ethics.

Shell Transport & Trading, the London-based arm, will disclose how it intends to deal with the resolution next week, when it publishes its annual report.

The resolution is due to be presented to Shell's annual meeting in London on May 14.

Shell has accepted that the

resolution is an "unusual" challenge, given that it has the backing of a significant minority of shareholders.

It stems largely from concern over Shell's handling of the Brent Spar incident and its operations in Nigeria, and is supported by Pirc, the investment consultancy. Pirc said its clients held 12 per cent of Shell's shares.

The consultancy is keen to see whether Shell's statement on environmental policy, due to be published towards the end of the month, will meet some of the requirements.

The resolution calls for "effective internal proce-

dures for the implementation and monitoring of such policies".

Pirc wants Shell's to require its various national operating companies to prepare detailed reports on their compliance with environmental and corporate responsibility standards.

Shell has said: "There

would be no point in having a global vision if there were no clear cut lines of reporting or controls."

It is thought that the resolution's backers might agree to drop it if Shell's environment report adequately addresses their concerns.

## NPI rebuffed AMP approach

By Christopher Brown-Humes

National Provident Institution, the life insurer, which last week agreed to be acquired by Prudential Corporation for £2.8bn. AMP was one of the disappointed suitors.

Mr Martin said NPI reviewed its strategy every year, based on what it considered best for policyholders, with the next such meeting scheduled for May. It has appointed Goldman Sachs as an adviser, but not with a view to an auction or flotation. Mr Martin said there had been no contact with AMP for several weeks, and there had been no formal offer from it.

NPI has £10bn under management and 600,000 policyholders.

## ALLIANCE INTERNATIONAL HEALTH CARE FUND

société d'investissement à capital variable  
35, boulevard Prince Henri, Luxembourg  
RC Luxembourg B 25 105

Notice of reconvened Extraordinary General Meeting of Shareholders

As the Extraordinary General Meeting of shareholders convened for March 26, 1997, was not able to deliberate and vote on the items of the agenda as a result of a lack of quorum, the shareholders of Alliance International Health Care Fund are hereby reconvened to an extraordinary general meeting which will be held in Luxembourg, 35, boulevard Prince Henri, on Monday, May 5, 1997, at 2:30 p.m. for the following purpose:

- To approve the change of the name of the Fund from Alliance International Health Care Fund into ACM International Health Care Fund and to amend article 1 section 1 of the articles of incorporation accordingly.

No quorum will be required but resolutions on the agenda of the extraordinary general meeting will be adopted if voted by two thirds (2/3) of shares present or represented.

By order of the Board of Directors

March 28, 1997  
R.D. Smart  
Chairman

## FIDELITY SPECIAL GROWTH FUND

Société d'Investissement à Capital Variable  
Kantsals House, Place de l'Etoile  
B.P. 2174 L-1021 Luxembourg  
R.C. B 20093

### DIVIDEND NOTICE

At the Annual General Meeting held on March 27, 1997, it was decided to pay a dividend of US\$ 0.05 cents per share on or after April 25, 1997 to shareholders of record on April 3, 1997 and to holders of bearer shares upon presentation of coupons no. 11.

Paying Agent: KREDIEBTBANK S.A. LUXEMBOURGSE  
43, Boulevard Royal  
L-2449 Luxembourg



## Forthcoming FT Surveys on Eastern and Central Europe

BRANDERS LIMITED

Partners to Section 173 of the Companies Act 1985. This makes it an offence for the Company to fail to pay dividends in accordance with the Companies Act 1985.

The payment of the permanent capital payment for the shares in question is US \$2.50/Unit.

The statutory declaration of the directors and the auditors' report required by Section 173 of the Companies Act 1985 are available for inspection at 11, Montevideo, Chancery Lane, London EC4R 7EE.

Any member of the Company may at any time prior to 7 May 1997, apply in writing under Section 173 of the Companies Act 1985 for an order prohibiting the payment.

Date 2 April 1997  
Deacon Hall  
Five Chancery Lane  
London EC4A 1BU  
Subsidiary to Bowmans Limited  
FT Surveys

## TIM Telecom Italia Mobile

Legal headquarters in Turin, Via A. Bertola n° 34 - Sub-office in Rome, Via L. Rizzo n° 22  
Capital Stock 10,203,571,850 lt. L. wholly paid up  
Entered under n° 2582/95 in the Ordinary Section of the Company Register of Turin  
TAX I.D. n° 00947890015

### NOTICE OF ORDINARY MEETING OF STOCKHOLDERS

Stockholders are hereby convened to an Ordinary Meeting in Turin to be held in the Conference Room at Via A. Bertola n° 34 at 11:00 AM on April 24, 1997 on first call and, if necessary, on April 26, 1997 on second call at the same time and place to discuss and deliberate on the following.

### Agenda

- Financial Statements for the fiscal year ended as of December 31, 1996: Reports of the Board of Directors, the Board of Statutory Auditors and Independent Auditors. Related resolutions.
- Resolutions on purchase operations of company stock.
- Resolutions in accordance with article 2364 of the Civil Code, sub-paragraph 1, point 2.

Only Stockholders who have deposited their ordinary shares at least five days before the date set for the Meeting at the legal headquarters in Turin, Via A. Bertola n° 34, or sub-office in Rome, Via L. Rizzo n° 22, or at Monte Titoli S.p.A. for the securities which it manages or at the financial institutions listed below may attend the Meeting.

#### In Italy:

Banca Commerciale Italiana S.p.A., Credito Italiano S.p.A., Banca di Roma S.p.A., Banco di Napoli S.p.A., Banco di Sicilia S.p.A., Banca Nazionale del Lavoro S.p.A., Istituto Bancario San Paolo di Torino S.p.A., Banca Monte dei Paschi di Siena S.p.A., Banco di Sardegna S.p.A., Banca Nazionale dell'Agricoltura S.p.A., Banco Ambrosiano Veneto S.p.A., Banca Toscana S.p.A., Roche Banca 1473 S.p.A., Deutsche Bank S.p.A., Credito Bergamasco S.p.A., Banca Agricola Milanese S.p.A., Banco di Chiavari e della Riviera Ligure S.p.A., Credito Agrario Bresciano S.p.A., Banca Sella S.p.A., Banca C. Steinhausen & C. S.p.A., Banca Fideuram S.p.A., Citibank N.A., Banca Regionale Europea S.p.A., Banque Paribas, Istituto Centrale di Banche e Banchieri S.p.A. e Banche associate, Banca Popolare di Novara, Banca Popolare di Bergamo - Credito Varesino, Banca Popolare Commercio e Industria, Banca Popolare di Sondrio, Banca Antoniana - Popolare Veneta, Cariplo - Casse di Risparmio delle Province Lombarde S.p.A., Cassa di Risparmio di Trieste - Banca S.p.A., ICCRI - Istituto di Credito delle Casse di Risparmio Italiane S.p.A., Casse di Risparmio in Bologna S.p.A., Casse di Risparmio e Monti di Credito su Pegno suoi associati, ICCHIA S.p.A. - Istituto Centrale delle Banche di Credito Cooperativo.

#### Abroad:

Banca Commerciale Italiana S.p.A. - 42/46, Gresham Street - EC2V 7LA  
Credito Italiano S.p.A. - 17, Moorgate - EC2R 8AR  
Banca di Roma S.p.A. - 87, Gresham Street - EC2V 7HQ

New York:  
Banca Commerciale Italiana S.p.A. - One William Street - N.Y. 10004  
Credito Italiano S.p.A. - 375, Park Avenue - N.Y. 10152  
Banca di Roma S.p.A. - 34, East 51st Street - N.Y. 10022  
Morgan Guaranty Trust Company of New York - 60, Wall Street - N.Y. 10260

Paris:  
Banca Nazionale del Lavoro S.p.A. - 26, Avenue des Champs Elysées - 75008

Frankfurt am Main:  
Istituto Bancario San Paolo di Torino S.p.A. - Eschersheimer Landstrasse, 55 - D 60322

Zurich:  
Lavoro Bank A.G. - Tässlerstrasse, 21 - 8001

Buenos Aires:  
Banca Nazionale del Lavoro S.p.A. - Florida, 40 - 1005

for the Board of Directors  
Avv. Vittorio Di Stefano  
Chairman of the Board

The Financial Statements and Reports of the Board of Directors, the Board of Statutory Auditors and the Independent Auditors will be deposited, according to law, at the legal headquarters in Turin, Via A. Bertola n° 34, sub-office in Rome, Via L. Rizzo n° 22, and will be available to stockholders. After April 21, stockholders may request printer proofs of the aforementioned documentation from the Turin and Rome office cited above.

The aforementioned documentation will be sent to stockholders who request the material in time by calling +39 6 39009021.

This notice convening the Ordinary Meeting of Stockholders was published in the Official Gazette of the Italian Republic, issue n° 76, Part II of April 2, 1997.

## INTERNATIONAL CAPITAL MARKETS

## Europe falls despite recovery in US

## GOVERNMENT BONDS

By Edward Luce in London and Lisa Bransten in New York

European government bond markets fell across the board yesterday in spite of the fact that US Treasuries recovered slightly from the losses seen in the previous two trading sessions.

Traders said the European markets were partly making up for the fact that they had been closed on Good Friday and Easter Monday and had been unable to mirror transatlantic fears that there might be further interest rate rises in the US later this year until yesterday.

"There's nothing specific happening in Europe to explain the bearish sentiment in every government bond market," said Mr Eric Fishwick, international economist at Nikko Europe in London.

"European markets are basically taking a negative

cue from the US and look likely to continue to do so."

With interest rate futures pricing in a further 100 basis-point rise in the US Federal fund rate by the end of 1997, bond analysts predict a gloomy second quarter for the European markets.

More immediately, traders say that the markets are unlikely to show strong signs of life in the lead up to the US non-farm payroll data to be released on Friday. Economists say the knock-on effects of a rise in US employment by 200,000 or more could be severe.

"This is not 1994 but it would be foolish to expect the markets to do anything other than panic if the figures from the US are strong on Friday," said Mr David Brown, chief European economist at Bear Stearns in London. "Equally, if the data are weak the markets could rally; that is the type of situation we are in."

Italian and Spanish bonds suffered the most yesterday

as investors fled the high-yielders for German bonds. Traders said bonds were likely to continue to outperform other European markets as investors board the "flight to quality".

The Italian 10-year BTP future fell by 1.04 to close at 123.69 in London. Spreads over equivalent German bonds widened slightly to close 194 basis points higher.

The market continued to respond unfavourably to the Italian mini-budget, describing the measures as "unsustainable".

"As long as the [Romano] Prodi government is unable to push through structural as opposed to one-off reforms it will be unable to win the backing of the markets," said Mr Brown.

"The government is basically being held hostage by the Refounded Communists. Even if the budget deficit falls to 3 per cent, there is no guarantee it won't rise back to 4 per cent of GDP in 1998."

The Spanish 10-year bond

future fell by 1.32 to close at 110.06 in Barcelona.

The German bund future closed 0.57 lower at 99.44 in London.

UK gilts also fell, in response to widespread fears that US rates will rise by another 25 basis points at the next meeting of the US Federal Reserve on May 21.

"We expect US rates to rise in May and again in July," said Mr Philip Tyson, an international economist at HSBC Markets in London. "There is a real reluctance to chase gilt yields lower with market expectations as they are."

The spread on UK cash bonds closed almost flat at 184 basis points over bonds. Futures closed 5% down at 1058 in London.

French OATs also closed lower, although some economists were speculating that the Bank of France might decide to trim the intervention rate by 10 basis points on the back of weak economic data.

This would bring French short-term rates into line with German rates. OAT futures closed 0.82 lower at 127.44 on Matif.

US Treasury prices were modestly higher in early trading amid some signs that inflationary pressures on the US economy remain at bay.

Late in the morning in New York the benchmark 30-year Treasury was up 4% to 948, yielding 7.06 per cent, while at the short end of the maturity spectrum the two-year note was 5% higher at 962 to yield 6.38 per cent.

The June 30-year bond future climbed 4% to 1074.

Bond prices dropped immediately after the release of figures from the National Association of Purchasing Management, which showed a continued strengthening in the manufacturing sector.

The NAPM index of business activity rose to 55.0 in March from 53.1 in February and the employment index

moved above 50 for the first time in two years.

However, bond market investors took some comfort from the fact that the index of prices paid fell to 50.9 from 55.1.

Mr Kevin Slusher, senior government bond trader at First Chicago Capital Markets, said "a lot of negative expectations were already priced into the market", so the positive news from the prices component produced a small relief rally. Still, he added, the figures appeared to be quite strong.

Mr Ed Yardeni, and Ms Debbie Johnson, analysts at Deutsche Morgan Grenfell in New York, said that the report was a sign of "the best of all worlds: purchasing managers report that activity is expanding at the fastest pace in over two years, with no sign of price pressures".

The market's attention now turns to Friday's release of figures on March employment levels.

## CAPITAL MARKETS DIGEST

## Saudi bank to set up UK-listed fund

The Saudi Arabian Monetary Agency (SAMA), the central bank, has authorised Saudi American Bank (Samba), which is 30 per cent owned by Citibank, to set up a London-listed closed-end fund to attract foreign investors into the Saudi market. The move represents the first tentative step by Saudi Arabia to open the country's embryonic capital markets to foreigners.

According to Sama, "Saudi Arabian Investment Fund (SAIF Ltd) (the London-listed company) will invest exclusively in the units of SAIF KSA (Kingdom of Saudi Arabia), which will in turn invest primarily in the shares of Saudi companies."

Bankers in Riyadh said the fund's size was likely to be around \$20m, allowing it to test the scale of overseas investor interest in the Saudi market without exposing Saudi Arabia to the risk of speculative trading. The London listing and the opening of subscriptions to the fund were expected to take about three months.

Mr Ali Al-Shuhail, a director of Saudi-Holland (Saudi-Dutch) Bank, said: "Other joint venture banks will follow suit. The SAIF listing will open up a capital market the size of Israel's, but at levels which are currently undervalued. This and other funds will also bring foreign expertise and liquidity into the Saudi market."

Other bankers pointed out that although Saudi companies comprise 10 of the top 20 Middle East companies and market capitalisation is larger than Israel - some \$40bn-\$45bn compared with Israel's \$30bn - there is no stock exchange in Saudi Arabia. Share dealing, which is done by telephone through a few brokers and local banks, is largely regulated nor transparent.

Until now share trading has been restricted to Saudi nationals, with a few companies, excluding banks, open to citizens of five other Gulf states. The Saudi government has a controlling share in four of the top 10 quoted non-bank companies. Trading volume last year was less than \$7bn, about one-third as much as in neighbouring Kuwait, whose market capitalisation is only half that of Saudi Arabia. The market's performance, however, has been steady. The national Saudi share index rose almost 12 per cent last year and has increased some 7 per cent so far this year.

Robin Allen, Dubai

## Issuance slow after long Easter break

## INTERNATIONAL BONDS

By Samer Iskandar

Syndicate managers, who were expecting a rise in primary market activity after the Easter long weekend, expressed disappointment yesterday at the slow pace of issuance.

"We were expecting activity to pick up after the FOMC meeting and the holiday," said one official at a bank in London. "Now that the rate rise is out of the way, the market is even more depressed by fears of another Fed tightening."

SEC Warburg

The deal was priced to yield 12 basis points over US Treasuries, a level described as "tight, but not overly aggressive" by a rival bank.

"This is a natural follow-up to a similar issue by Abbey National launched in February," SEC Warburg said. "It is designed to tap the same investor base."

The February issue of three-year paper had seen its spread tighten to 2 basis points, from 14 points at launch.

SEC Warburg's second issue was \$300m of four-year notes for the European Investment Bank.

Syndicate officials said the pricing of the bonds against three-year Treasuries disguised the fact that their yield was 9 basis points lower than the US yield curve.

One banker said the pricing was "surprisingly tight, given market conditions," but added that the EIB always sells over time".

• It remained unclear yesterday whether a rumour that Brazil was considering so-called "parallel bonds" was an April Fool's day hoax. Parallel bonds are issued in European currencies that are expected to form the euro and become fungible into one large issue denominated in euros after European monetary union.

One syndicate official said: "Issuing parallel bonds does not make sense for a non-European borrower."

Another maintained that Brazil had asked banks to submit bids on the deal.

"They are definitely looking at the possibility," he said.

"Maybe it is the Brazilians playing a joke on the banks."

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Robin Allen, Dubai

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Coupon	Fed	Price	Day's	Change	High	Low	Week	Month
Australia	6.750	11/04	91.5670	-0.070	0.02	91.62	91.29	7.29	7.29
Austria	5.250	04/07	97.7520	-0.005	0.00	97.75	97.74	5.37	5.37
Belgium	5.250	03/07	97.5000	-0.230	-0.07	97.50	97.45	5.36	5.36
Canada	7.000	12/06	101.4100	-0.005	0.00	101.40	101.35	2.17	2.17
Denmark	8.000	03/05	105.0200	-0.040	0.07	105.00	104.95	0.77	0.77
France	8.750	03/02	102.6355	-0.005	0.00	102.64	102.60	4.28	4.28
Germany	OAT	9.500	94/07	99.1000	-0.070	99.15	99.05	5.37	5.37
Ireland	6.000	04/07	98.0000	-0.240	-0.05	98.00	97.95	5.37	5.37
Italy	8.750	02/07	91.8800	-1.50	-1.50	91.75	91.75	7.19	7.19
Japan	No 143	6.300	09/01	120.1905	-0.160	120.19	120.15	1.48	1.48
No 182	3.000	09/03	105.2800	-0.260	-0.26	105.28	105.25	2.28	2.28
Netherlands	5.750	02/07	99.1600	-0.010	0.00	99.16	99.15	5.37	5.37
Portugal	5.750	02/07	99.1500	-0.080	-0.08	99.15	99.12	5.37	5.37
Spain	7.250	12/07	113.3500	-0.005	0.00	113.35	113.30	7.00	7.00
Sweden	8.000	09/07	101.7300	-0.080	-0.08	101.73	101.70	6.65	6.65
UK Gilt	7.000	09/02	98.05	-10.32	-7.43	97.22	97.08	6.65	6.65
7.250	12/07	95.23	-16.32	7.71	7.58	7.09	7.09	7.09	7.09
9.000	10/05	109.03	-0.02	0.00	109.03	108.95	7.19	7.19	7.19
US Treasury	5.250	03/05	103.15	-0.02	0.00	103.15	103.10	5.37	5.37
8.000	02/07	104.2200	-0.02	0.00	104.22	104.15	5.37	5.37	5.37
ECU (French Govt)	7.000	04/06	104.7300	-0.300	-0.30	104.73	104.50	5.37	5.37

Yields: Local market standard.

† Gross (excluding withholding tax at 12.5 per cent payable by non-residents).

Source: MMIS International

## US INTEREST RATES

## Treasury Bills and Bond Yields

Latest

Price fall:

5% One month

5% Two month

5% Three month

5% Six month

5% One year

5% Two year

5% Five year

5% Ten year

5% Thirty year

Fed funds at Intervention:

5% One month

5% Two month

5% Three month

5% Six month

5% One year

5% Two year

5% Five year</p



## COMMODITIES AND AGRICULTURE

# Vietnam moves to deregulate rice business

By Jeremy Grant in Hanoi

Vietnam is to prise open its tightly controlled domestic and export rice businesses by decentralising the allocation of rice export quotas and abolishing barriers that choke internal trade.

Analysts welcomed the moves as a significant step in liberalising the country's rice market and unlocking further export potential. Vietnam was the world's second largest rice exporter after Thailand last year, when the staple earned Hanoi about \$1bn in much-needed foreign exchange.

However, the new rules contained in two government decrees, fell short of allowing private sector participation in rice exports, even though it is the key force in production and distribution.

The World Bank and other agencies have long urged this as a way of spurring competitiveness in Vietnam's rice industry and boosting export revenue.

Under the decree, Hanoi set a rice export quota for March to September of 2.5m tonnes.

Previously, the quota was allocated to two food trading companies - Vinafood 1 and Vinafood 2.

They kept the lion's share, parceling out the rest to 13 other state companies with export licences.

It was a restrictive regime that allowed the Vinafood monopoly to exploit differentials between local and international rice prices, effectively imposing a tax on farmers and capping productivity.

However under the new rules, two-thirds of the quota will be handed directly to 14 provinces, mostly located in Vietnam's "rice bowl" Mekong region.

They in turn can nominate one or more enterprises for direct rice exports, although the rules do not

specify the criteria to be used in making the choice. The immediate effect will be to increase the number of companies allowed to export to 21, including both Vinafood companies.

The development also has political significance. It represents a victory for those in Hanoi who have been advocating reform over the entrenched interests of both Vinafood companies.

"Having given the power to the provincial authorities, it will be almost impossible to withdraw it. The next steps towards full liberalisation are likely to be pushed

by the provinces themselves," said Mr Francesco Goletti of the Washington-based International Rice Research Institute.

The decrees also abolish taxes and cumbersome licensing procedures that have seriously hindered the trading of rice between Vietnam's provinces, in particular between the north and south.

That should stimulate trade within Vietnam, allow for a more efficient marketing system and allow prices to be set by supply and demand, rather than largely by the Vinafood monopolies, as was the case previously.

## Soyabean futures up on data revision

By Laurie Morse in Chicago

Soyabean futures prices on the Chicago Board of Trade soared yesterday after the US Department of Agriculture offered its own version of an April Fool.

The agency confessed to a mathematical error in the quarterly grain stocks report it had released on Monday, and offered a revision for soyabean supplies that sparked frantic trading in the futures pit.

The agency on Monday had said that US soyabean supplies at March 1 were 1.078bn bushels. However, on Tuesday morning, it revised that figure downwards by 22m bushels to 1.056bn bushels.

Soyabean futures prices for July delivery scored a contract high of \$3.88 a bushel, and for May delivery a contract high of \$3.85% after the announcement. Both contracts briefly hung at the highest allowable advance for a day, up 30 cents a bushel, before fading back slightly.

"This is the first time in 30 years that the USDA has made this kind of error," said Mr Joe Victor, analyst with Allendale. "Soyabean stocks are extremely tight, and this just caught everyone by surprise."

The USDA report provided a snapshot of soyabean stocks in place on March 1. The agency will give its estimate for year-end stocks of soyabean on April 11 in a regular monthly report. Last month, it estimated the US soyabean carry-over at year-end at a thin 140m bushels.

Traders said that government statistics released last Thursday showed domestic soyabean processing remained remarkably high given the extent of the soybean price rally this year.

"We still have not got prices high enough to ration demand," said Mr Victor.

## Crude oil prices drop

## MARKETS REPORT

By Robert Corzine, Kenneth Gooding and Gary Mead

Crude oil prices fell yesterday as the impact of last week's production cuts in Nigeria began to fade.

Royal Dutch/Shell, the largest operator in Nigeria, reported that output in the Niger River delta was returning to normal after protests by disgruntled local residents last week forced the closure of a number of oil processing stations and production cuts of around 210,000 barrels a day.

The price of Brent Blend, the international benchmark, was quoted at around \$19.12 a barrel in late London trading, 26 cents down on its close last Friday.

The heavy blizzard that hit the north-eastern US over the past few days had little impact on prices but gas oil futures - which are sensitive to big changes in weather patterns - closed down \$1.25 to \$165.50 a tonne on London's International Petroleum Exchange.

A big fall in London Metal Exchange zinc stocks helped to propel the metal to a 4½ year peak, taking it above \$1,300 a tonne again. The

drop of 13,025 tonnes means LME zinc stocks have fallen by 60,750 tonnes in the first quarter of this year.

Traders suggested the stocks fall was caused by a one-off purchase by a North American zinc producer running short of the metal.

Mr Adam Rowley, analyst at Macquarie Equities, part of the Australian banking group, said the market had been ripe with rumours of a big rise in stocks because of a delivery at LME warehouses from China.

May futures for rebusht coffee in London opened higher, reaching a peak of \$1,560 a tonne. However, early gains were trimmed as a result of increased producer selling. At the close, May futures were down \$23 on the day at \$1,512 a tonne, with some analysts saying the market was experiencing a static, post-holiday feel. In New York, May futures in mid-morning trading fell 4.15 cents a pound.

**LME WAREHOUSE STOCKS**  
(as at Thursday's close)  
tonnes

	Cash	8 mths
Aluminium	-2,525	to 863,000
Aluminium alloy	-200	to 72,400
Copper	-6,222	to 172,000
Lead	-30	to 10,000
Nickel	-240	to 47,882
Zinc	-13,025	to 246,075
Tin	-80	to 10,125

**LME PLATINUM NYMEX** (50 Troy oz. \$/troy oz.)

**LME PALLADIUM NYMEX** (100 Troy oz. \$/troy oz.)

**LME LEAD (\$ per tonne)**

**LME NICKEL (\$ per tonne)**

**LME TIN (\$ per tonne)**

**LME ZINC (\$ per tonne)**

**LME ALUMINUM**

**LME HIGH/LOW**

**LME PREVIOUS**

**LME AM OFFICIAL**

**LME KERB CLOSE**

**LME OPEN INT.**

**LME TOTAL DAILY TURNOVER**

**LME 7.500**

**LME 15.000**

**LME 22.500**

**LME 30.000**

**LME 37.500**

**LME 45.000**

**LME 52.500**

**LME 60.000**

**LME 67.500**

**LME 75.000**

**LME 82.500**

**LME 90.000**

**LME 97.500**

**LME 105.000**

**LME 112.500**

**LME 120.000**

**LME 127.500**

**LME 135.000**

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**LME 157.500**

**LME 165.000**

**LME 172.500**

**LME 180.000**

**LME 187.500**

**LME 195.000**

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**LME 606.000**

**LME 613.500**

**LME 621.000**

**LME 628.500**

**LME 636.000**

**LME 643.500**



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## LONDON STOCK EXCHANGE

## FTSE 100 closes well above session low

## MARKETS REPORT

By Steve Thompson,  
UK Stock Market Editor

There were no prizes yesterday for guessing which way London and the rest of Europe's stock markets would go in the wake of Wall Street's 4.3 per cent reversal on Thursday and Monday. On those two days, the Dow Jones Industrial Average lost 140 and 157 points respectively.

London managed its retreat in classic fashion with market-makers adopting their usual defensive stances, hitting quotations at the start of the day to head off any big sellers and then

nudging prices higher to encourage a rally.

In the event, they were successful and all the main indices closed well above the day's lowest levels.

The FTSE 100 index finished the day 64.8 lower at 4,248.1, fighting off a determined attack on the 4,200 level during the first frantic minutes of the session. At its worst, the FTSE was down 112.4 at 4,200.5. The FTSE 250 closed 78.8 weaker at 4,497.4 while the SmallCap settled 33.4 off at 2,280.3.

Wall Street's sell-off took place as international investors fretted about the possibility that last week's 25 basis points rise in US

interest rates might be the first in a series of shifts to hit US corporate profits.

Senior marketmakers said the big investing institutions had not begun a large-scale selling programme and were put off by the big markdown.

"We were concerned by the pressure exerted on the future during the early part of the day, but once that lifted, sentiment began to improve," said one leading trader. The future settled at a small discount to the cash market, encouraging a flurry of bear closing just before London closed.

The day's economic news led to activity in both directions. The

UK Purchasing Managers' Index for March came in below consensus and did no damage to a giddy market suffering from the weakness of the US bond market during the Easter holiday.

US news was mixed. The NAPM figure was stronger than expected, although the price-paid element was well received, as was US construction spending and the leading indicators.

The overall impression was that London and the rest of Europe had ridden out the storm that started in New York and European markets were likely to stabilise in the short term.

Turnover was disappointing given the gyrations in share prices. At 8pm, 650.8m shares had changed hands.

European investment banks said that while London had shaken off the worst of the US-inspired weakness, there were plenty more hurdles to face in the short term. These included the general election and the expected rise in UK interest rates which many observers see as inevitable whatever wins the election.

There was very little joy for the market's big trading houses, who are believed to have absorbed further losses on their trading books during the most recent bout of turbulence in the market.

However, the head of global trading at one of the biggest

European investment banks said

that while London had shaken off the worst of the US-inspired weakness, there were plenty more hurdles to face in the short term. These included the general election and the expected rise in UK interest rates which many observers see as inevitable whatever wins the election.

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Buyers  
in for  
utilitiesBy Peter John, Gary Mead  
and Richard Lapper

Utilities, traditionally the most politically sensitive area of the market, were surprisingly robust yesterday.

This week sees the start of a full-blooded election campaign, but water, electricity, and gas stocks have seen their prices fall so far in anticipation of a Labour victory, and subsequent windfall tax on profits, that they are providing significantly stronger yields than they were at the last general election.

Williams de Broe has argued that "even under Labour, double-digit real annual dividend increases should be expected over the medium term".

And Mr Philip Hollobone, de Broe's utilities' specialist, said yesterday that water stocks were on a yield relative of 164 against the broad market compared with 139 last time, while electricity was on 163 compared with 113 last time and gas 215 against 141.

United Utilities, which combines both water and gas, was up 3 at best before closing marginally stronger at 628.4p.

Among the second-liners Scottish Hydro lifted 2 to 428p and Yorkshire Electricity a penny to 923p.

Two big media stocks, EMI

and Pearson, stood out against the general rout as selected news reports mingled with some difficult technical situations.

Musical publisher EMI topped the list of Footsie performers with a gain of 29 to £1.44p. Some traders linked the gain to a report that supermarket sales of videos were bounding forward. But the report by the Corporate Intelligence on Retailing, a research consultancy, appeared to be a slim reason for moving the price of an internationally traded company upwards on a day when most European bourses were reacting to the sharp falls on Wall Street.

Similarly, the launch of Channel 5, in which Pearson is an investor, was a thin argument for pushing the company's stock up 14% to 743.4p.

But dealers also noted some aggressive bidding by one leading UK investment bank. This may have been part of a market-wide arbitrage as the investment bank was seen on the bid in an extensive range of Footsie stocks at least three times during the day.

It was suggested that there may already have been short positions in Pearson and EMI and the aggressive bidding prompted rival dealers to mark prices higher.

Leading internationally traded stocks suffered badly in the wake of yesterday's Europe-wide market slides. Hanson fell 14 to 270p, BT 17% to 428p, Rendars 22% to 596p and SmithKline Beecham 32% to 870p.

However, BP held up relatively well as IBCA, the credit rating agency, assigned an A1 plus short-term rating and AA long-term rating to the company. The shares ended the day only a penny lower at 705.4p.

In the financial sector, HSBC was roughly handled, reflecting its exposure to the dollar and dollar-linked markets as well as a sharp overnight fall in the Hong Kong stock market.

The Hang Seng Index posted a loss of 3.67 per cent, mainly on the back of US rate fears. HSBC UK registered stock eased 44% to £14.49p, a decline of just over 3 per cent.

Royal Bank of Scotland was also a poor performer, dropping 13 to 524p. ABN Amro Hoare Govett said it had downgraded its profit forecast for the year to September by £25m to £750m. Mr Peter Toeman, analyst at

ARN Amro, said the forecast cut had been made partly to reflect the fact that expenses are higher than at other clearing banks.

Abbey National fell 6 to 736p despite a positive note from Merrill Lynch. Mr Simon Price, banking analyst at Merrill, said that the bank had not been given enough credit for its diversification, especially into life insurance business.

Barclays and Lloyds TSB both fell back losing 8 and 1% to £10.13p and 498p respectively.

National Westminster Bank bucked the trend in the sector, gaining 7 to 693.4p, the fourth-best performance of any FTSE stock. Analysts said the share's relatively high dividend yield had provided some support.

Composite and life insurers also moved gently lower. General Accident dropped 13

to 805p, Royal Sun Alliance 9 to 438p, and Commercial Union 6 to 667.4p. Guardian Royal Exchange ended 2% lower at 278.5p. Prudential closed down 5% at 561.4p and Legal & General lost 7% at 384.4p.

Retail and food sectors

were relatively unaffected by the lowered overall market yesterday, with analysts pointing out that the sectors have been underperforming in recent weeks. One specialist attributed the relative buoyancy of the sectors to the fact that "they have some classic defensive stocks".

Kingfisher proved an exception, having started the day at 700.4p and falling to 675.4p, although 14p of that was accounted for by the stock going ex-dividend.

Among the chain stores, Carpetright started at 533p, but dropped to 512.4p, and DFS was down 30.4p, 30.70p.

MMI improved from an opening of 144p to 147.4p, which analysts speculated might indicate strengthening confidence on the back of the Easter weekend, a peak time for DIY.

Next started at 623.4p, but closed down 25.4p at 598.4p. WH Smith fell 6.4p to 434p.

Among the food producing companies, the mood was generally tranquil too, with most prices static. Against that general trend, Unilever was down 43% to £15.71p. Tate & Lyle slipped 4 to 430p, Delgate closed down 13 at 340.4p, and Hillsdown fell 1% to 131.4p. Against the generally cautious mood, United Biscuits gained 2% to 234.4p.

P&G, the cruise liner and cross-channel ferry group, drifted 7% to 611p with Charterhouse Tilney said to have taken some of the steam out of the share price with a sell note.

Rolls-Royce improved 2%

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## **NEW YORK STOCK EXCHANGE PRICES**

3:15 pm April 2

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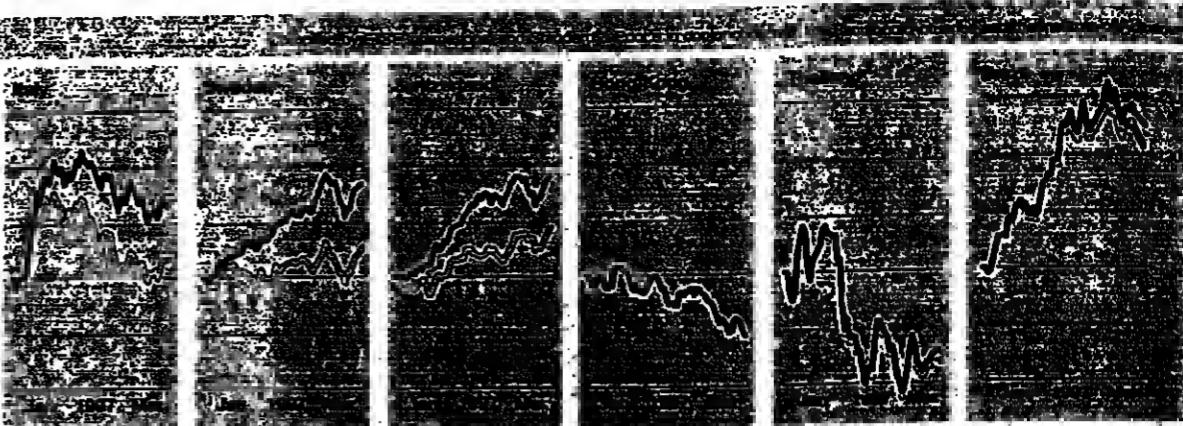
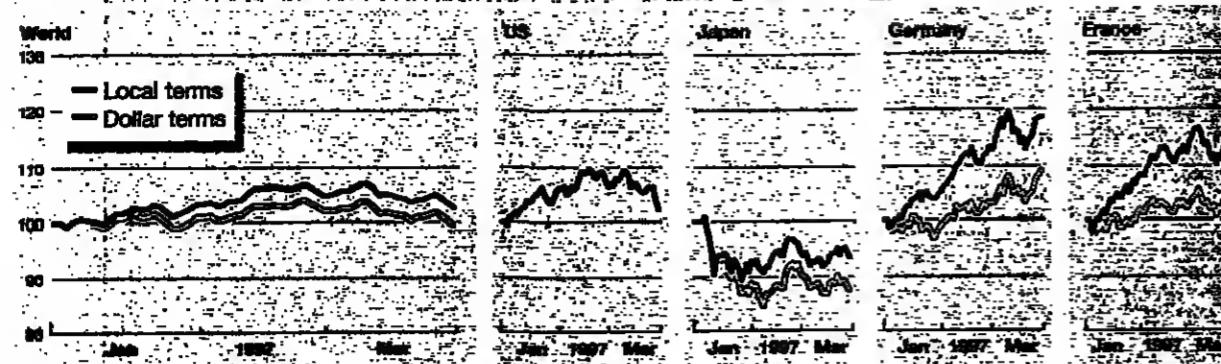
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Company	Mid price	Change	Volume	High	Low	Category	Mid price	Change	Volume	High	Low
		on day						on day			
Astro-Cod	US\$11.25	-	8	12.5	12	Equity Telecom ADS	US\$12.125	-	9	12.5	12
Atmosic Systems	US\$30.025	-0.125	3210	31.375	30.25	Inergenetics	US\$12.125	-0.125	11485	12.325	10.5
Cambrex	PR\$17.5	-0.5	4000	19	17	Motor Int'l.	US\$0.625	-	8	11.375	9
Dr. Scholl's ADS	US\$22	-0.25	0	20	20.075	PoLoTech	US\$0.745	-0.125	1000	0.825	0.375

Prices for 1/4/97. Please note that trading prices are currently used to calculate highs and lows.  
Information about EASDAQ can be found on the Web site at: [HTTP://WWW.EASDAQ.BE](http://www.EASDAQ.be)  
EASDAQ offices are located in Brussels (Tel. 32-2 / 227 65 20) and in London (Tel. 44-171 / 489 9980).

## FT/S&amp;P Actuaries World Indices in the first quarter 1997



## Blue chips stabilise after losses

**AMERICA**  
Blue chips called a halt to their losses on the heels of two consecutive days of weakness, but technology shares remained weak, writes Lisa Bransten in New York.

At noon, the Dow Jones Industrial Average had edged up 4.91 to 6,588.39 and the Standard & Poor's 500 was 1.43 stronger at 758.55. NYSE volume was 225m shares. Trading remained nervous as investors awaited data on March employment for signs of inflationary pressures in the economy. Wall Street analysts remained divided about whether the Federal Reserve would raise interest rates again in the wake of last week's ½ point increase in the federal funds target rate.

Technology shares edged lower as investors worried about earnings from the high-tech companies. The Nasdaq composite dropped 2.00 at 1,219.70 and the Pacific Stock Exchange technology index, containing Nasdaq and NYSE-quoted stocks, shed 0.6 per cent.

Concern was sparked by a warning from Informix, a leading maker of database software, that it expected to report a loss in its first quarter due, in part, to "weakness in all geographic regions - particularly Europe". Shares in the com-

pany shed 4.4%, or \$1 per cent, to \$10.24.

Oracle, the leading maker of database software and the fourth-largest company on Nasdaq, lost \$1 at \$38, while the Nasdaq's three biggest companies posted small gains. Intel rose 5¢ at \$120.25. Microsoft added \$1 at \$22.50 and Cisco Systems climbed \$1 at \$48.25.

Some of the strongest performers on the Dow were financial shares which had been beaten down during the market's recent weakness. JP Morgan added \$1 at \$39.75, Travelers Group climbed \$1.4% to \$49.50 and American Express advanced 5¢ to \$60.40.

TORONTO picked up in mid-morning trade before its computer trading system collapsed as a huge volume of deals in Bre-X Minerals built up shortly after the exchange reopened trading in the stock. Bre-X, the troubled exploration company whose shares tumbled C\$13 on Thursday, reconvened C\$1.35 to C\$3.35 in volume of about 7.7m shares before the trading system collapsed. The TSE 300 composite index added 3.18 to 5,881.40.

Latin American markets saw cautious trade during the morning session as investors kept a wary eye on Wall Street.

MEXICO CITY edged lower, taking the IPC index down 22.28 at 3,725.70.

## MARKETS IN PERSPECTIVE

	% change in local currency				% change closing in US \$/t			
	1 Week	4 Weeks	1 Year	Start of 1997	Start of 1997	Start of 1997	Start of 1997	Start of 1997
Austria	+0.13	+16.35	+6.93	+2.86	-1.77			
Belgium	+2.76	+0.44	+32.20	+13.84	+9.44	+4.32		
Denmark	+0.57	+0.89	+39.69	+2.89	+8.18	+4.26		
Finland	-0.13	-1.37	+54.23	+13.32	+10.17	+5.22		
France	+2.65	+1.66	+31.39	+14.43	+10.34	+5.37		
Germany	+3.70	+4.85	+34.62	+18.32	+13.91	+8.78		
Ireland	+1.84	+25.57	+7.98	+5.43	+0.86			
Italy	+0.32	+0.33	+27.91	+12.80	+7.28	+2.47		
Netherlands	+2.11	+1.52	+40.37	+13.98	+9.53	+4.61		
Norway	+1.39	+0.61	+36.07	+9.65	+10.58	+5.81		
Spain	+3.02	+4.22	+46.36	+8.60	+4.11	+2.57		
Sweden	+3.80	+4.44	+45.79	+16.76	+10.31	+5.25		
Switzerland	+3.47	+3.90	+26.80	+8.01	+4.47	+2.82		
UK	+1.17	+0.21	+17.51	+4.15	+4.15	+0.53		
EUROPE	+2.16	+1.67	+27.15	+11.01	+8.32	+4.45		

\* Based on March 31st, 1997. © Copyright FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. All rights reserved.

## FT/S&amp;P ACTUARIES WORLD INDICES

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**NATIONAL AND REGIONAL MARKETS** Figures in parentheses show number of lines of stock

	MONDAY MARCH 31 1997				FRIDAY MARCH 28 1997				— DOLLAR INDEX —							
	US	Dollar	Pound	Yen	DM	Currency	Local	Div.	US	Pound	Yen	DM	Currency	Local	Div.	
Australia (76)	220.48	-0.1	199.07	172.55	191.24	187.09	0.0	4.08	220.94	200.10	172.78	192.27	187.08	172.78	187.08	194.45
Austria (9)	136.76	-0.3	146.71	145.71	162.50	150.04	0.0	1.79	186.55	168.24	148.07	162.87	174.70	152.85	174.70	182.45
Bahrain (5)	258.75	-0.2	254.54	254.54	250.50	249.04	0.0	2.47	212.50	212.50	210.00	204.45	212.50	212.50	212.50	212.50
Brazil (28)	220.63	-2.4	180.51	180.51	200.40	190.01	-1.5	2.15	226.57	226.57	226.57	226.57	226.57	226.57	226.57	226.57
Canada (14)	185.43	-1.5	167.42	145.12	160.84	165.50	-1.4	2.10	192.38	170.93	147.43	165.07	182.28	165.33	164.12	165.44
Denmark (28)	368.78	0.5	324.95	286.00	319.85	319.78	0.0	1.57	370.71	323.95	277.32	318.52	318.78	318.52	318.78	326.74
Finland (28)	259.71	0.5	234.49	203.26	225.27	226.95	0.0	1.69	253.16	234.48	202.23	225.24	269.05	226.59	174.47	180.80
France (97)	210.78	-0.5	197.00	177.07	196.00	199.74	0.0	2.00	226.57	204.84	176.53	193.97	198.78	226.57	189.84	194.68
Germany (28)	207.68	0.5	141.07	136.81	131.11	131.11	0.0	1.59	192.50	174.50	154.00	174.50	192.50	174.50	174.50	174.50
Hong Kong (56)	455.28	-0.1	411.07	365.81	394.00	482.95	0.1	0.48	455.85	412.54	358.94	387.24	404.55	414.48	407.55	420.08
Indonesia (27)	232.54	0.0	208.98	161.99	201.70	242.52	0.0	1.55	222.54	210.95	182.08	202.64	342.52	226.59	226.59	226.59
Ireland (16)	333.28	0.7	300.92	280.00	285.00	285.82	0.0	3.25	331.13	300.40	258.26	285.22	343.35	264.44	255.40	264.44
Italy (56)	85.84	0.3	77.51	74.46	106.34	92.74	0.0	2.14	85.55	77.81	65.95	74.55	103.95	85.95	71.97	72.17
Thailand (27)	161.33	-1.7	133.21	148.48	148.48	148.48	-0.4	1.09	113.75	102.93	99.10	99.15	102.98	102.98	102.98	102.98
Canada (45)	235.18	-2.3	214.22	204.22	204.22	204.22	-0.4	1.09	216.00	204.42	192.50	192.50	216.00	204.42	204.42	204.42
Malta (27)	134.31	-1.8	121.78	102.00	116.00	116.00	-0.7	1.12	120.00	114.00	102.00	102.00	120.00	114.00	114.00	114.00
Mexico (27)	222.44	-0.5	218.51	205.48	205.48	205.48	-0.4	2.55	226.57	226.57	226.57	226.57	226.57	226.57	226.57	226.57
New Zealand (14)	84.83	0.0	75.59	68.59	75.59	84.83	0.0	0.48	84.83	78.93	68.41	73.90	84.83	78.93	75.54	84.44
Norway (41)	513.64	0.5	263.16	245.46	272.05	260.89	0.0	2.16	312.14	233.17	244.41	272.01	280.88	321.23	286.19	286.19
Philippines (22)	198.93	0.0	177.78	154.10	17											